City of Chandler

2010 – 2014 HUD Consolidated Plan DRAFT

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CITY OF CHANDLER 2010 – 2014 HUD CONSOLIDATED PLAN

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INTRODUCTION AND RESOURCES

EXECUTIVE SUMMARY

The Executive Summary is attached, labeled "Citizen Summary." This document concisely captures data on demographics, housing, homelessness, and community development, identifies long-term objectives, and cites other documents that provide detail regarding non HUD-funded yet related needs, programs and strategies.

A FRAMEWORK FOR STRATEGIC IMPLEMENTATION

The Five-Year Consolidated Plan provides the framework for implementation of the City mission and goals utilizing HUD funding. It is designed to guide HUD-funded housing, homeless and community development policies and programs over the five-year period beginning July 1, 2010 and ending June 30, 2014. The plan provides a comprehensive overview of federal, state and local programs in those program areas. It describes needs, resources, goals, strategies and objectives.

The Annual Action Plan describes City allocations for the CDBG program during the coming year. These allocations fund activities to address goals for each of the primary Consolidated Plan areas: Affordable Housing, Homelessness, Community Development, Special Needs and Citizen Participation. The City of Chandler Neighborhood Resources Division is the lead agency.

MISSION, GOALS AND RESOURCES

The mission of the City of Chandler Neighborhood Resources Division to strengthen and enrich the community by providing high quality services and resources through:

- 1. Educational programs
- 2. Neighborhood revitalization
- Resident empowerment
- 4. Promotion and celebration of diversity
- 5. City code enforcement
- 6. Subsidized Housing Assistance

With this mission in mind, the goals of this Consolidated Plan are to:

- 1. Increase homeownership opportunities for low and moderate income households.
- 2. Rehabilitate and where appropriate redevelop the existing housing stock.
- 3. Increase the supply of affordable housing for both owners and renters.
- 4. Promote human and supportive services and facilities for frail elderly, disabled persons, low income households and other needy populations.
- 5. Participate in a regional Continuum of Care system that will effectively transition persons who are homeless to appropriate permanent housing settings.
- 6. Revitalize Chandler's neighborhoods.
- 7. Strengthen the coordination and delivery of resources.

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These goals are implemented with the following HUD and local resources:

TABLE 1 - EXPECTED RESOURCES (FY 2010)						
Entitlement Programs						
Community Development Block Grant (CDBG)	\$1,521,811					
HOME (through Maricopa Consortium Agreement)	\$436,543					
Competitive and Stimulus Programs						
Community Development Block Grant - Recovery (CDBG-R)	\$376,420					
Neighborhood Stabilization Program	\$4,750,000					
Homeless Prevention and Rapid Re-housing Program	\$575,271					
Public Housing Programs	Public Housing Programs					
Section 8 Housing Choice Vouchers	\$5,214,000					
Public Housing Capital Funds	\$850,000					
Local Resources						
HOME match	\$102,315					
Program Income	\$187,132					
Acts of Kindness	\$62,716					
Social Services Funding	\$434,500					
Youth Enhancement Program	\$583,104					

Sources of Funds

The City receives two allocations of HUD funding. The Community Development Block Grant program is provided through the federal Office of Community Planning and Development within the Housing and Urban Development Department (HUD). Due to its size and composition, the City of Chandler is classified as an 'entitlement community' under the CDBG program. This means that Chandler does not apply for the CDBG program, but is automatically awarded the grant at a funding level based on a HUD formula involving population and demographics. As a CDBG entitlement community, the City of Chandler receives the grant directly from HUD and is the primary grantee. In order to receive CDBG funds, the City must complete a Consolidated Plan every five years and an Annual Action Plan that details the uses of funds.

The second HUD funding source is the Maricopa County HOME Consortium. The Maricopa HOME Consortium is a legal entity created through an intergovernmental agreement between Maricopa County, the Cities of Avondale, Chandler, Glendale, Peoria, Scottsdale, Surprise, Tempe and the Town of Gilbert. The Maricopa HOME Consortium was established for the purpose of receiving HOME Investment Partnerships Program (HOME) funds through HUD's Office of Community Planning and Development. These funds are used to increase the supply of and preserve affordable housing.

Maricopa County's Community Development Department is the grantee and lead agency of the Consortium. It has the contract with HUD for the HOME program and is responsible for overseeing the use of the funds by the various City and Town sub-grantees, including the City of Chandler. Each Consortium member receives a pro rata share of the HOME funds, and uses them to meet the needs and goals of their local community. These needs and goals are identified in the Consortium's Five Year Consolidated Plan and the Annual Action Plans, which are similar to the CDBG plans created by the City of Chandler. The Consortium's plans are typically a composite of the plans of individual Consortium members. As the lead agency, the Consortium also coordinates and works with member organizations to audit each of the sub-grantees.

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INSTITUTIONAL STRUCTURE AND DELIVERY SYSTEM

The Neighborhood Resources Division

The Neighborhood Resources Division is comprised of five divisions. The divisions work together as a team to keep neighborhoods well maintained and provide for the basic needs of low income and homeless individuals and families. The five divisions are:

- 1. Code Enforcement
- 2. Community Development
- 3. Neighborhood Programs
- 4. Chandler's Diversity Office
- 5. Housing and Redevelopment

<u>Code Enforcement</u>. The goal of Code Enforcement is to keep neighborhoods and commercial properties free from unsightly or hazardous conditions that are blighting and lead to further deterioration in our community. In addition to enforcing neighborhood standards, special events, land use and zoning and sign codes, the division works with other city departments, county and state agencies, and neighborhood groups to resolve problems.

<u>Community Development</u>. The Community Development Division administers funds and programs that promote the improvement of quality of life for low- to moderate-income families and assist in the stabilization of Chandler neighborhoods. The Division does so by implementing affordable housing programs and by partnering with non-profit and faith-based agencies as well as other City departments to address and meet basic and critical human needs. Primary programs of the division include:

- First Time Homebuyer's Program. Chandler has partnered with the Newtown Community Development Corporation to help income-qualified families rehabilitate and purchase up to 17 foreclosed homes using \$1.4 million in Neighborhood Stabilization Funds received from the U.S. Department of Housing and Urban Development. The City is also planning to utilize HOME funds for this program. With this program, the purchase price is reduced because the buyer only has to afford the cost of the structure, not the land. Buyers only pay for the home and the land is held in a trust administered by Newtown. This program targets central City neighborhoods hardest hit by foreclosures. Purchased homes must be located within the 85225 Zip Code area in Census Tracts defined by HUD as high risk.
- Housing Rehabilitation Programs. The City's Housing Rehabilitation Programs are designed to
 provide low- and moderate-income homeowners with assistance necessary to improve their living
 conditions and elevate neighborhoods within the City.
- Volunteer Income Tax Assistance (VITA) Program. In conjunction with local nonprofit organizations, Chandler's Volunteer Income Tax Assistance (VITA) program is possible because of community volunteers who offer free tax preparation and submittal services to low and moderate income taxpayers, plus the elderly and those with disabilities. From February 1st through April 10th, through a combination of walk-in and scheduled appointments, VITA volunteers operate two tax preparation sites within Chandler. Last year, Chandler volunteers helped almost 700 individuals and families collect more than \$1 million in refunds, often within eight days using direct deposit and VITA's free electronic filing. As a result of this service, these families are able to pay bills, save for a future home, repair a current home, prepare for retirement, and develop long term assets.
- Human Services. Each fiscal year, the City of Chandler allocates funding to non-profit agencies that
 provide supportive human (public) services to low- and moderate-income Chandler residents. The
 Community Development Division works with Chandler's Housing and Human Services Commission
 (HHSC) to allocate the City's annual Community Development Block Grant (CDBG) funds, Social
 Service Funds, Acts of Kindness and Youth Enhancement Program funds.

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- Acts of Kindness Program. The Chandler Acts of Kindness (AOK) donation program was developed
 in July 2000 to give residents an opportunity to voluntarily contribute \$1 with their utility payment
 each month. The contributions collected go back into the community through a grant process to
 support a variety of human service programs, which provide basic needs such as food, shelter,
 clothing, medical services and transportation to low income Chandler residents.
- Fair Housing Program. The goal of Fair Housing is to make sure that discrimination no longer exists and the City of Chandler is working toward making that goal a reality. In addition to specific Fair Housing activities, the City provides links to information and hotlines on its website. These links include the Arizona Attorney General's Office, Fair Housing Act, Tenants Rights and Responsibilities Handbook, 10 Most Common Housing Mistakes in both English and Spanish, Equal Opportunity for All Booklet in both English and Spanish, Fair Housing Hotline, South West Fair Housing Council and the Arizona Fair Housing Partnership.

<u>The Office of Neighborhood Programs</u> was established in 2000 by the City Council to encourage partnerships, strengthen Chandler's neighborhoods and build strong community relationships.

- The City of Chandler's Neighborhood Advisory Committee (NAC) is a seven member Mayor and Council appointed committee. In 2010 and as part of the committee's commitment to the community, the NAC will be holding a series of Public Outreach meetings to listen to residents speak out on the various challenges facing their neighborhoods and community.
- · Chandler's HOA Academy. Residents signing up for the City's new Advanced HOA Academy will learn from the experts about building successful, sustainable HOAs. The Academy consists of six evening classes.
- Neighborhood Registration. Many benefits are available to registered neighborhoods, such as
 expanded zoning notification, the creation of a free neighborhood Web site, assistance with the
 distribution of neighborhood publications and information on City events. As of July 2009, there were
 251 registered neighborhoods with more than 885 neighborhood leaders. Registered neighborhoods
 have access to the Neighborhood Grant Program, which is open all year and offers three grants:
 - Traditional Neighborhood Grants provide funds up to \$5,000 once every five years;
 - HOA Matching Grants provide funds up to \$5,000 once every five years; and
 - Annual Jump Start Grant provide funds up to \$500 once a year.

The City's <u>Diversity Office</u> works closely with the Chandler Human Relations Commission to develop diversity programs and events. Their mission is to promote mutual respect and inclusion in Chandler, working towards the elimination of prejudice and discrimination; and promoting amicable relations among all racial, cultural, religious, age, gender, disabled, socio-economic and national groups within the community.

Staff of the Diversity Office serve as liaison to the Human Relations Commission, participate in Regional HRC Meetings, manage a Diversity Funding program, monitor and serve as a resource for day labor issues, promote diversity concepts in schools, serve as ADA Coordinator for the City, evaluate diversity issues in the City, and provide support for annual events and on-going activities.

<u>Housing and Redevelopment Division.</u> This Division oversees, manages and facilitates affordable housing programs similar to a Housing Authority. The Housing Division also operates and links to other supportive services for those living in affordable and federally subsidized housing programs. The primary focus is to provide affordable rental housing, yet developing, operating and linking to homeownership activities for families that earn less than 80% of the area median income is also a division activity.

The City of Chandler Housing Division is committed to sustaining and expanding the supply of affordable and subsidized housing. The United States Department of Housing and Urban Development (HUD) provides funding for the core of the City's Public Housing operating budget, modernization program, youth after school programs, family self-sufficiency opportunities, Section 8 Housing Choice Voucher program, and other federally funded supportive programs. The Division is the clearinghouse for tax credit proposals

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to the Arizona State Department of Housing and serves as the City's liaison to the Industrial Development Authority on projects pertaining to affordable housing. Through these and other resources, this predominantly grant- funded division provides affordable/subsidized housing opportunities and supportive services for low and moderate-income families in Chandler. The Division's two primary programs are:

- Section 8 Housing Choice Voucher Program. Under this program, a family's rent is subsidized based on their monthly-adjusted income level. Participants in this program pay 30 percent of their monthlyadjusted income toward rent in participating, private market rental units, while HUD, through the city, pays the balance of the rent amount.
- Public Housing Program. Under this program, a family's rent is subsidized based on their monthly
 adjusted income level. Participants in this program pay 30 percent of their monthly income toward
 rent. The rental units in this program are owned and operated by the City of Chandler for the benefit
 of HUD.

The Neighborhood Resources Division works with multiple Commissions. The <u>Housing and Human Services Commission</u> (HHSC) plays an important role in Consolidated Planning activities. The HHSC is an eleven member body appointed by the Mayor and approved by City Council. The HHSC serves as an advisory body to the City Council and Public Housing Authority Commission. The powers and duties of the HHSC are:

- To advise the Chandler Public Housing Authority Commission on the administration, operation and management of federal public housing programs and Section 8 tenant-based rental assistance programs administered by the City;
- To advise City Council on the administration, operation and management of federal public housing, rental assistance or low cost housing programs administered by the City;
- To advise City Council on the development of all City housing projects as defined in A.R.S. Section 36-1401;
- To recommend the annual allocation of community development block grant funds to the City Council;
- To advise the City Council on matters relating to the welfare of the City's low and moderate income citizens:
- To assess the human service needs of the community, determine any gaps in service and utilize
 this information in developing the priorities for social service funding, youth enhancement funds,
 acts of kindness funds and any other grant or social service funds that may become available to
 the city;
- To serve as the annual allocations panel for the human services funds as outlined above:
- To make final recommendations to the City Council on the allocation of human service funds as outlined above; and
- Such other powers and/or duties as may from time to time be approved by the City Council.

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PROGRAM MONITORING

Program monitoring for CDBG regulatory compliance will occur on a continual basis during FY 2010 - 2014. The City of Chandler regularly conducts internal audits of its departments to ensure that funds are being properly utilized and accounted for. In addition, outside agencies are regularly monitored for compliance utilizing a standard monitoring tool for all programs, including CDBG, HOME, HPRP, NSP and any other federal funds distributed by the City.

The monitoring process for all sub-grantees receiving HUD funds involves an annual on-site monitoring visit is made to each agency. The purpose of the visit is to verify that the Statement of Work for each contract is carried out according to the contract's provisions. The verification includes interviews with appropriate fiscal and program staff, review of case records, review of financial audits and inspection of other relevant agency documents. Technical assistance is provided in regard to any findings from the monitoring. The following items are included in contract monitoring:

- Organizational Summary
- Prior Monitoring Results Summary
- Contract Compliance
- Affirmative Marketing
- Non-Discrimination and Equal Access
- Section 504 of the Rehabilitation Act of 1973
- Drug Free Workplace
- Records Retention
- Monitoring
- Citizen Participation
- Employee Verification
- Financial Audits and Reports
- Internal Controls
- Accounting Records
- Match
- Program Income
- CHDO Proceeds
- Environmental Review
- Procurement
- Section 3
- Federal Labor Standards
- Housing Rehabilitation
- Lead Based Paint Hazards
- Relocation
- Affordability
- Homebuyer Assistance
- Recapture vs. Resale
- Program Beneficiaries
- HPRP Supplement
- Program Beneficiary Sheet

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A written report is made for each monitoring. The report includes applicable findings of compliance and non-compliance with contract requirements. If non-compliance is found, each incident is identified as a "Corrective Action" in the report. A Corrective Action must be rectified within a specified time frame. The report also identifies recommendations for improving procedures, policies, or activities related to administering or providing the contracted services.

Program monitoring for HOME occurs in accordance with the above procedures and the Maricopa County Consortium agreement.

CONSOLIDATED PLAN DEVELOPMENT

For the 5-year Consolidated Plan and the 2010 Annual Action Plan, the City conducted several public meetings and an online community survey. The meeting participants and survey respondents included representatives of 19 neighborhood associations and 45 individuals. Respondents to the survey included representatives from 36 agencies and departments that focus on supportive housing efforts, services for special populations, economic development and employment services, planning and capital improvements. As specific projects and activities are implemented, additional public outreach is planned.

Public Meetings

Input into needs, challenges and strategies were solicited from two community organizations – For Our City and the Chandler Nonprofit Coalition. For Our City is a local network of 100 faith and community-based organizations and leaders that falls under the umbrella of CARE, Inc., a civic organization with a goal to foster partnerships between local government and community volunteers to increase the effectiveness of people helping people. The mission of For Our City is to "build a bridge for municipal and faith leaders to dialogue for solutions, by promoting passion for people. The Chandler Nonprofit Coalition (CNPC) is a local network of organizations that was established in 2004. The Mission of the CNPC is to improve the performance of Chandler nonprofit organizations by promoting social responsibility and community action through awareness building, collaboration, and advocacy.

Input from community organizations and the online survey are detailed in Attachment 1. In summary, community organizations indicated the following greatest areas of need and barriers to implementing programs and developing projects: services for Spanish-speaking residents, crisis intervention, basic needs, employment assistance and job training, transportation services, and a greater understanding of the new poor (those experiencing crisis for the first time) v. traditionally-served generational poor.

While budget is a common obstacle to meeting the needs of low and moderate income households, organizations also indicated that a fragmented delivery system and competition among providers for scarce resources, language, HUD programs that rely on past year income for qualification and can't serve the new poor who are very vulnerable, and reaching the new poor are significant barriers. More effective granting and outreach was a common idea for addressing needs and overcoming barriers.

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Community Survey

An online community survey was distributed to 900 neighborhood contacts, 60 nonprofit organizations, 55 faith-based organizations, 5 educational institutions and 22 citizen and service clubs. Public access was available at the City of Chandler website. The survey included questions regarding human services, housing needs and community needs, requesting that respondents indicate their priorities and offer additional comments. One hundred ten valid survey responses were received, providing valuable insight into priorities for the next five years.

Priority populations and services included youth, anti-crime, senior, transportation, food and clothing and job training. Priority facility needs include parks and recreation, neighborhoods, code enforcement, neighborhood beautification, transitional housing and health care. Priority housing needs include energy-efficiency improvements, foreclosure prevention combined with resources, affordable rental housing, monthly rental assistance, and home purchase counseling and resources.

Documents Reviewed

/	A variety	of c	documents	were i	reviewed	and	incorporated	into t	he (Consolidated Plan.	T	hese do	ocuments
i	nclude:												

	City of Chandler General Plan;
	Maricopa County Continuum of Care;
	Maricopa County Consortium Draft 5-year Consolidated Plan;
	Analysis of Impediments to Fair Housing Choice;
	City of Chandler Public Housing Authority Annual Plan;
	City of Chandler Human Services – A Look to the Future;
	City of Chandler South Arizona Corridor Study;
	MAG Regional Plan to End Homelessness;
$\overline{\Box}$	Maricopa Workforce Connections. Draft Two-Year Local Workforce Investment Plan 2008 – 2010.

Citizen Participation Plan

The City's goal for citizen participation is to ensure broad participation of both residents and service providers in Neighborhood Resources planning and program development. The City followed their published Citizen Participation Plan (CPP) in consulting with the public and stakeholder agencies. The City has elected to update the Citizen Participation Plan for future years; the updated CPP is included as Attachment 2. The updated CPP was made available for public comment from April 8, 2010 to May 8, 2010.

The draft Consolidated Plan was widely distributed in print and on-line. Public comment was solicited at two public hearings during the public comment period. The public hearings were April 22, 2010; one during the lunch hour and another in the evening. The public and stakeholders were encouraged to attend and offer comments. Public comments and the City's responses are included as Attachment 3.

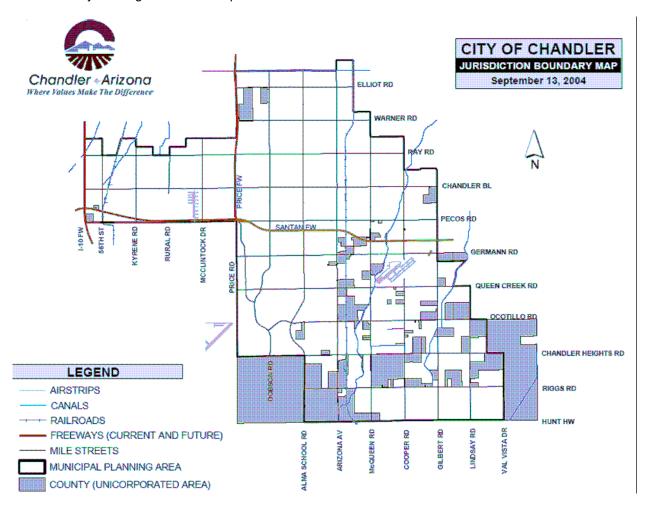
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COMMUNITY HISTORY AND SOCIO-ECONOMIC PROFILE

In 1891, Dr. Alexander John Chandler, the first veterinary surgeon in the Arizona Territory, settled on a ranch south of Mesa, studying irrigation engineering. By 1900, he had acquired 18,000 acres of land and began drawing up plans for a townsite on what was then known as the Chandler Ranch. The townsite office opened on May 17, 1912. By 1913, a town center had been established featuring the luxurious Hotel San Marcos, the first golf resort in the state.

Most of Chandler's economy was successfully sustained during the Great Depression, but the cotton crash a few years later had a much deeper impact on the city's residents. In 1941, the founding of Williams Air Force Base led to a small surge in population, but Chandler still only held 3,800 people by 1950. By 1980, it had grown to 30,000, and it has since paced the Phoenix metropolitan area's high rate of growth, with vast suburban residential areas swallowing former agricultural plots. Some of this growth was fueled by the establishment of manufacturing plants for communications and computing firms such as Microchip, Motorola and Intel. Despite the inclusion of these and other large businesses, Chandler is still often considered a bedroom community for the greater Phoenix metropolitan area.

The City of Chandler consists of approximately 71 square miles and shares boundaries with the Town of Gilbert, Cities of Mesa, Phoenix and Tempe and the Gila River Indian Community. Chandler has reached its physical limits with the exception of a few remaining county islands. The City is now planning for build-out and many exciting scenarios are possible.



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Population and Households

The general dependence of the housing market on population growth is readily recognized – without population growth additional housing units are not needed. Chandler has been a place of in-migration and growth for several decades, nearly doubling its population between 1990 and 2008. The population grew by 73,000 people (41%) between 2000 and 2008.

People generally move for a variety of reasons including the availability of employment, affordable housing, favorable tax structure, and favorable weather. Growth in both the population and housing market in Chandler has been the result of:

- Expanding employment;
- Favorable weather;
- Early retirement of many baby boomers;
- Low mortgage interest rates and liberal financing terms;
- Investors acquiring rental properties and second homes;
- · Homeowners buying up to larger units; and
- Renters entering the homeownership market.

While overall population is important to understanding growth, households occupy housing and therefore are important to quantifying housing need and demand. The US Census defines a household as "all the people who occupy a housing unit". A household includes both related and unrelated people who share the housing unit. A person living alone and groups of unrelated people sharing a housing unit, such as partners or roomers are also counted as households. Individuals in group quarters, including incarcerated individuals, are excluded from households and the estimate of household size.

Future growth in Chandler is dependent upon two factors: the ability of the community to expand geographically and the state of the economy. As Chandler is landlocked, opportunities for growth have become focused on revitalization and preservation.

Household Trends and Projections

Combined with a slow economy, it is anticipated that the rate of population growth over the next five years will slow to "natural" growth, or about 2%. Assuming natural population growth, between 2010 and 2015 the population in Chandler will grow approximately 15% to 286,420 people living in 100,240 households.

Household Trends and Projections

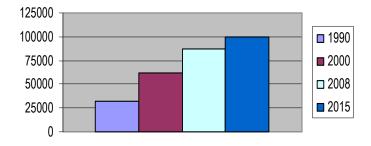


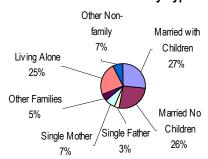
TABLE 2 - POPULATION AND HOUSEHOLD TRENDS AND PROJECTIONS							
199	00 (1)	2000 (2)		July 2008 (3)		2015 Projected	
Population	Households	Population	Households	Population	Households	Population	Households
90,524	31,800	176,338	62,289	249,346	87,265	286,420	100,240
(1) 1990 US Census; (2) Census 2000; (3) 2006/2008 American Community Survey							

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A Healthy Mix of Households

Four of ten Chandler households are families with dependent children, both dual-parent (27%) and single-parent (10%). One in four households are single people, and another quarter are married couples with no dependent children. This reflects the attractiveness of Chandler as both a place for children and a place for singles and empty nesters.

Chandler Households by Type 2008



While Chandler represents 6.5% of the households in Maricopa County, nearly 8% of households are headed by working age adults in their prime earning years (between 25 and 54). These are also the households most likely to have children. In 2008, almost half (48%) of the population was between the ages of 25 and 54.

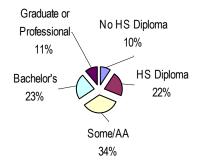
Historically, Arizona has been a place of retirement, yet the family-oriented environment in Chandler means fewer seniors. Only one in twenty households is headed by a person over the age of 65. Seniors in Chandler benefit from living in a diverse community, where an abundance of younger working households are employed in supportive industries such as health care, food services and recreation.

Households in their prime earning years bring many benefits to the community: a large workforce, dual incomes, disposal income to support local businesses, and civic engagement are just a few of those benefits. Likewise, with 31% of the population age 19 or younger and many well-educated parents, Chandler benefits from a relatively large future pool of employees for existing and prospective employers, and enrollment and funding stability for school districts.

An Educated Community

One third of Chandler's adult population holds either a Bachelor's degree or a Graduate degree and another third have some college, including an Associate's degree. Only one in ten have not yet attained a high school diploma or GED. Most without a high school diploma or GED are over the age of 65.

Education Level



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Growing Diversity in Chandler

When focusing on revitalization, recognition of the cultural preferences of Chandler's minority population is essential to respecting Chandler's rich history. As a former agricultural center, Chandler has always been home to a relatively large number of Hispanic families, and since 1990 the race and ethnicity of the population in Chandler has gradually changed and become even more diverse. While a larger percentage of the population is White, 16,000 additional people also consider themselves Hispanic, representing a 4% increase from 2000 to 2008. During that same period, the Asian population doubled and the African American and Native American population grew by 50%.

TABLE 3 - TREND IN RACE/ETHNICITY (2000 – 2008)					
	200	0 (1)	2008 (2)		
	No.	%	No.	%	
White	135,686	63.6%	201,865	81.0%	
Hispanic or Latino	36,925	17.3%	52,999	21.3%	
Black or African American	6,195	2.9%	10,221	4.1%	
Asian	7,460	3.5%	15,750	6.3%	
American Indian or Alaska Native	1,977	0.9%	2,970	1.2%	
Other Race (incl. two or more races)	25,020	11.7%	25,854	10.4%	
1) Census 2000 2) 2006/2008 ACS 3-year Estimate					

Employment and Unemployment

With a relatively well educated workforce and manufacturing and technology employment centers in Chandler, more than half (54%) of the workforce is employed in education, health care and social assistance, manufacturing, professional, scientific and management, and finance, insurance and real estate. Another 12% is employed in retail trade. Together, two thirds of the workforce is employed in these top 5 industries. The median wage in these industries, except retail trade, is \$37,842.

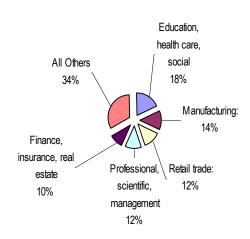


TABLE 4 - TOP 5 INDUSTRIES EMPLOYING THE CHANDLER WORKFORCE IN 2008					
	Employment (1)	Median Annual Wage (2)			
All Industries	132,025	\$37,842			
Education, health, social assistance	24,312	\$35,512			
Manufacturing	18,172	\$38,245			
Retail trade	16,168	\$23,508			
Professional, scientific, management	15,460	\$45,836			
Finance, insurance, real estate	13,258	\$37,439			

Sources: (1) 2006/2008 ACS; (2) Arizona Workforce Informer

Note: Hispanic or Latino refers to ethnicity. A Hispanic or Latino person may be any race.

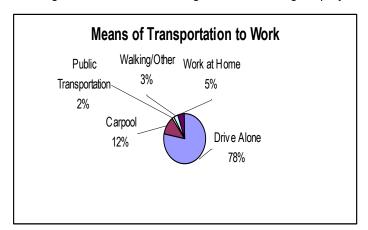
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Unemployment is Increasing

During the first half of the decade the economy expanded, primarily due to growth in the housing market and population. In 2007 as job loss, unemployment and the volume of foreclosed and vacant property increased, the nation and therefore Chandler entered an economic recession. The recession has strapped not only households but the private, nonprofit and public organizations that serve them. According to the Bureau of Labor Statistics, the unemployment rate in Maricopa County has more than doubled since 2007, rising from 3.4% in to 7.9% in 2009.

The Majority of the Workforce Drives to Work Alone

Driving to work is a significant household cost. According to the Maricopa Workforce Connections, average transportation costs in the Phoenix metro area consume 30% of a household's income. For low income families, the figure can be as high as 37%. Low income families often cite transportation as the most significant barrier in finding and maintaining employment.



More than three quarters (78%) of the Chandler workforce drives to work alone. One in twenty takes advantage of public transportation opportunities or uses an alternative mode such as walking or a bicycle or motorcycle, and one in twenty work at home. Assuming that any drive less than 20 minutes indicates local employment, four of ten members of the workforce are employed locally.

The remaining 61% (74,252) of the workforce commute outside of Chandler, with one-third commuting for 20 to 30

minutes, one third for 30 to 45 minutes and the remaining third for more than 45 minutes. Assuming that the average workforce member drives 10,000 miles each year to and from work and that the cost of driving is 50 cents per mile, a dual earner household will spend \$10,000/year or \$833/month on work-related travel costs.

The City has moved into the implementation phase for its share of major regional transportation funding approved by Maricopa County voters. Planning and design are complete for projects ranging from public transit to road and pathway improvements. In the past, high intensity land uses were placed at freeway interchanges and arterial street intersections to provide maximum accessibility. But capacity on the freeways and arterials will no longer be able to support higher densities without expensive transportation improvements. The City is applying lessons learned from other mature urban communities and recognizes that high intensity land uses will need to be placed near transit corridors within walking distance of bus rapid transit or light rail transit stations.

The City has multiple goals to improve transportation alternatives for Chandler residents and visitors. Planning high intensity uses with planned transportation systems is one key strategy to community sustainability. Others include planning for light rail system extension into the City, expediting improvements to provide for high-speed bus rapid transit connections, encouraging ridership through transit-oriented development, and providing connections from outlying, lower-density neighborhoods (e.g., dial-a-ride, local bus service) to downtown Chandler and transit centers.

Multi-modal transportation improvements, especially bus transit and bicycling alternatives, are also being implemented. Bus Rapid Transit is aimed at increasing commuters' use of public transportation. Bike routes attract increasing numbers of commuters to local places of employment.

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Providing for the Transportation Needs of Vulnerable Populations

The City of Chandler provides a number of transportation programs and services to help senior citizens and people with disabilities maintain their independence within the community. Dial-A-Ride service is provided in accordance with the American with Disabilities Act (ADA) through the East Valley Dial-A-Ride (EVDAR). EVDAR provides door-to-door, shared-ride public transportation services for senior citizens and persons with disabilities. Persons with disabilities make up approximately 80% of the EVDAR service hours. Non-ADA service is funded by the City of Chandler.

The Maricopa County Human Services Department Special Transportation Services (STS) program supplements Dial-A-Ride services currently provided through East Valley Dial-A-Ride with assisted, door-to-door transportation for persons with disabilities and the elderly. This is a shared-ride service and advance reservations are required. The City of Chandler also contracts with Maricopa County to provide transportation service to income-qualified veterans.

The City of Chandler initiated a subsidized taxicab coupon program with Valley Metro in 2006. This program, modeled after successful cab subsidy programs in Mesa and Scottsdale, provides subsidized taxicab coupons for Chandler residents eligible for Dial-A-Ride services. The program is intended to provide additional transportation options for senior citizens and persons with disabilities at a lower cost than traditional Dial-A-Ride service. Under this program, participants purchase coupon booklets at a discounted price. The coupons can then be applied toward the fares of participating cab companies.

Median Income is Higher than the County Average

Median income is the measure by which the housing and community development industry defines low and moderate income households and then targets resources. Median income includes both income from employment and income from other sources such as investments, retirement and public assistance. One of Chandler's strongest assets is the established employment base, which continues to attract quality development. The large proportion of high-technology firms attests to Chandler's sophisticated employment culture and results in high median household incomes.

With a large proportion of dual earner households and an educated workforce, it follows that household income would be higher. In 2008, the estimated median household income in Chandler was \$70,924 compared to \$64,200 countywide. Nearly one half (46%) of households were considered higher income by HUD's definition, earning more than 120% of the county median income, and one in five (22%) were considered middle income, earning between 80% and 120% of the county median income.

Income Increases Barely Keeping Pace with Inflation

As the economy expands and the cost of goods and services increases, it is expected that incomes will also increase. From 1990 to 2000 median income increased 53% for an annual average of 5.3%. During the same decade the inflation rate was 3.0%, indicating that incomes were increasing much faster than costs.

From 2000 to 2008 median income increased 21% for an annual average of 2.7%. During this time, the inflation rate was 2.9%, indicating that income increases are barely keeping pace with inflation.

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Almost One-third of Households are Low and Moderate Income

HUD provides Comprehensive Housing Affordability Strategy (CHAS) data estimating the number of households by income category. The 2008 data, based on the 2006-2008 American Community Survey conducted by the US Census Bureau, indicate that 27,602 (31%) Chandler households are low and moderate income. Ensuring these households have access to appropriate employment, services and housing opportunities is essential to community well being.

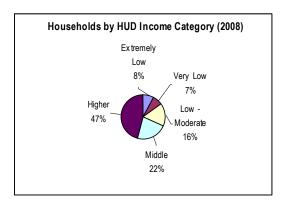


TABLE 5 - HOUSEHOLDS BY HUD INCOME CATEGORY (2008)						
HUD Income Category	Income (1)	No.	%			
Extremely Low (< 30%)	< \$19,260	7,343	8.4%			
Very Low (30 - 50%)	\$19,261 - \$32,100	6,186	7.1%			
Low Mod (50 - 80%)	\$32,101 - \$51,360	14,073	16.1%			
Middle (80 - 120%)	\$51,361 - \$77,040	19,228	22.0%			
Higher (> 120%)	> \$77,040	40,435	46.3%			
(1) HUD Median Income Estimate = \$64,200 (family of four). Source: HUD CHAS data; extrapolated for Chandler						

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NEIGHBORHOODS AND GEOGRAPHIC TARGETING

Community Development Target Areas

While much of the City has been developed during the past twenty years, the central city includes many long-established neighborhoods. Many of these neighborhoods are home to low-income and minority populations. According to the 2000 Census, there are 13 areas of low-income concentration where at least 51% of the population in a Census Block Group was low or moderate income. These areas are referred to as Community Development Target Areas. Together the target areas have the following characteristics:

- · 18,863 households reside in target areas.
- · 49% of the people are Hispanic or Latino.
- · 41% of the people are Minorities, and may also be Hispanic or Latino.
- · 68% of households are low- or moderate-income.

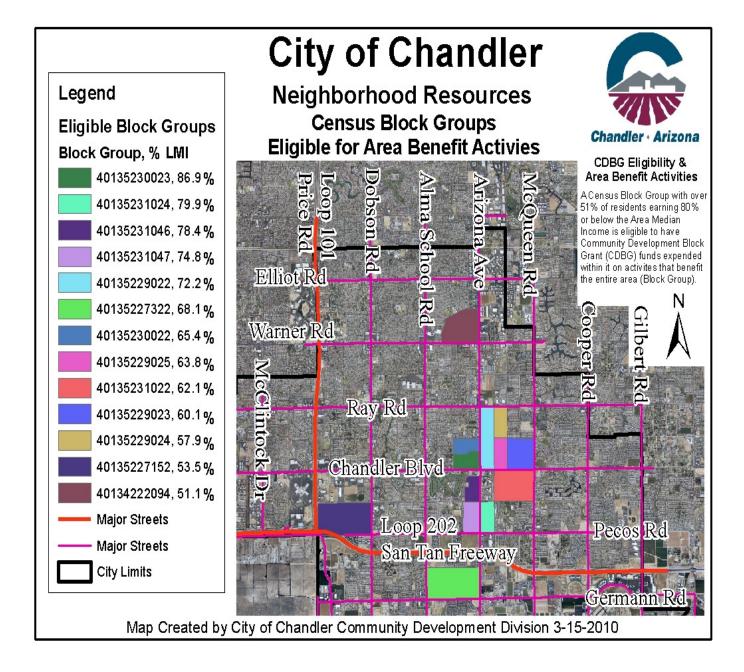
While most of the target areas identified through the 2000 Census have retained their characteristics, others have experienced significant change during the past decade, with new housing and many new residents. While these areas have changed, until new census tract level data becomes available from the 2010 Census, areas identified by Census 2000 as low-income will remain target areas. Within target areas that have experienced significant change during the past decade, pockets of low-income concentration may still exist. In the event that projects are either proposed in one of these target areas or in other areas, a special survey will be conducted to quantify low-income concentrations.

The need for residential revitalization is evident. Affordability is especially needed for low and moderate-income populations, families in crisis and unskilled workers. Adding housing units, loft and studio space to encourage young professionals, artisans and employees at various income levels to live close to their employment is one strategy to promote both revitalization and a mix of income levels in Chandler's older neighborhoods. Relatively small upgrades and aesthetic improvements to housing units could result in an affordable housing alternative for many families. Conveniently located near jobs, shopping and other activities, these neighborhoods also bring savings in transportation costs -- as well as commuting time.

Preserving and revitalizing Chandler's older neighborhoods requires a mix of activities, including those that support low and moderate income households to actively participate as productive members of the community. Revitalization goes beyond housing rehabilitation, and Chandler's oldest neighborhoods would also benefit from targeted maintenance or replacement of sidewalks and other infrastructure, demolition of uninhabitable structures, and the introduction of retrofitted amenities, such as parks or paths. Code enforcement and cooperation with schools, law enforcement, social service agencies and others, combined with assistance to first time homebuyers will attract new homeowners and further contribute to revitalization.

Eliminating blight in unsuccessful strip malls or vacant structures and focusing on neighborhood beautification and landscaping can also improve quality of life. Older commercial centers and buildings may have significant re-use potential. Some underutilized business properties are of sufficient size to support mixed-use office, retail, job training and service enterprises as well as residential clusters. Reuse and modernization outgrowth from downtown also create potential for in-town enterprises.

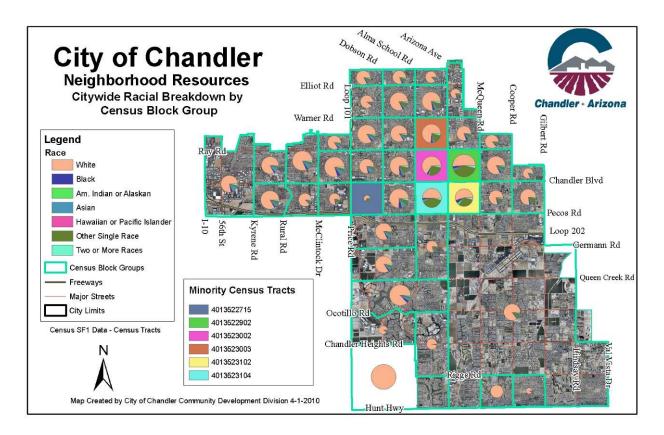
Private investment, bolstered by municipal economic development and revitalization programs, will be the engine that drives the resurgence of declining and under-utilized central Chandler neighborhoods. Implementation of well-timed and sustainable marketplace and regulatory incentives represents a significant opportunity to accomplish needed improvements that add to the stability of nearby neighborhoods. Chandler's business and development community represent a critical partnering resource in maximizing improvement efforts. Local nonprofit organizations can provide support and benefit from redevelopment projects.



Areas of Minority Concentration

For the purpose of the Consolidated Plan, areas of minority concentration are those in which the proportion of minorities in a Census Tract is 10% or more than the proportion of minorities as a whole based on the 2000 Census. Six Census Tracts have a disproportionate concentration of minorities. Five of the six minority concentration Census Tracts contain low-income concentration Block Groups. Two of the Census Tracts are areas of both low-income concentration and minority concentration.

TABLE 6 - MINORITY CENSUS TRACTS							
Census Tract	% Minority	% Hispanic					
4013522715	42.3%	41.7%					
4013522902	49.5%	61.5%					
4013523002	32.9%	50.0%					
4013523003	26.2%	31.7%					
4013523102	46.0%	50.4%					
4013523104	49.9%	60.2%					
Source: Census 2000							



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Revitalization Areas

In addition to targeting resources to Community Development Target areas, resources are also targeted through housing rehabilitation, neighborhood stabilization and neighborhood enhancement programs. Chandler's growth will be more strategic in the coming decades. Housing construction is expected to slow in comparison with business development, which will be critical to Chandler's sustainability. Designating priority locations for employment and commerce will be essential to attracting well-paying jobs. Encouraging mixed use development with shopping, job training, and workforce housing options convenient to employment centers is one strategy that will improve sustainability. Infill and revitalization in central Chandler, including target areas, will provide new options for existing low and moderate income residents.

Downtown and South Arizona Avenue Corridor

The City's Target areas are closely related to the Downtown-South Arizona Avenue Area Plan adopted as part of the City's General Plan. Key strategies in the Area Plan include:

- Development of high density residential along selected corridors.
- A more pedestrian-friendly environment.
- A cultural and commercial entertainment environment linked to the historic downtown square.
- Preservation and enhancement of residential neighborhoods through infill and renovation.
- Attracting new businesses, employers, offices and housing to the downtown area.

The South Arizona Avenue Corridor Entry Study provides a framework for implementing the actions set forth in the area plan relative to retail growth and economic development. Prompted by a Mayor and Council goal for redeveloping the section of Arizona Avenue from Pecos Road to Boston Street as a new entryway to downtown from the Santan/ Loop 202 Freeway, the plan was created with extensive neighborhood participation, which included six neighborhood meetings and individual meetings with property owners.

The northern portion of the Corridor from Chandler Boulevard to Boston Street encompasses the original historic Downtown that today includes the City government center, the San Marcos Hotel, A.J. Chandler Park and a variety of historic buildings surrounding the park. The southern portion of the Corridor from Boston Street to Pecos Road is comprised of strip commercial uses and freestanding buildings situated on small lots (typically 50 feet wide by 150 feet deep) that front on Arizona Avenue. A new City Hall is currently being constructed and will anchor future redevelopment in this area.

Two assets identified through the Corridor Study are particularly relevant to the Consolidated Plan:

- Neighborhoods: A mix of residential areas is key to success of the retail stores on South Arizona Avenue. While the neighborhoods on either side of South Arizona Avenue need improvement, there are many houses on both sides of the Avenue that could be reinforced by the addition of other residential units on vacant parcels.
- Urban Living Lifestyle: Downtown Chandler is in a unique position to fill this lifestyle niche that has
 risen in popularity nationwide by creating new downtown housing and providing pedestrian-oriented
 amenities and services.

The greatest deterrent facing redevelopment of the Corridor is the perception of the area as a low to moderate income area that is not attractive to some of the residents of the City of Chandler. There is a lack of property maintenance, numerous obsolete buildings, and a lack of onsite parking.

A large trailer park within the neighborhood contains many substandard units that are not owned by the current residents. Numerous opportunities for single-family infill exist. The Habitat for Humanity has a

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goal of completing 24 new housing units in the neighborhood and there are many vacant properties that could be developed on a selective basis with single family housing that is compatible with the scale of the neighborhood. Re-platting of some areas to achieve lot sizes and shapes more attractive to new single-family development may be completed. Working with the neighborhood to ensure properties are improved and to create a strong sense of identity and pride are essential activities.

The primary strategy for reinvigorating and changing the retail market along Arizona Avenue is to introduce medium to high density housing to the area. A combination of housing types and densities is suggested with a goal of constructing 1,000 new housing units over the next 10 years. By adding additional residential units and people:

- 1. A population with a higher disposable income to support the retail stores and restaurants in the area will be established.
- 2. Investment will indicate that the area is undergoing a positive turnaround. This will attract both new residents and residential developers into the area.
- 3. A strong sense of place at the core of Chandler will address a unique urban living lifestyle image.

Establishing the highest density units along South Arizona Avenue will provide the most intense urban living lifestyle, while medium density units will be oriented to the existing neighborhoods. A third type, small single-family detached units, can be developed on vacant sites that are found throughout the neighborhood. Redeveloping in a manner that preserves the historic and cultural assets of the neighborhood while providing additional opportunities for existing low and moderate income residents can be achieved with the appropriate targeting of resources.

Housing Rehabilitation Target Areas

The Housing Rehabilitation Program offers loan assistance to eligible homeowners to complete extensive rehabilitation for single-family homes. Work items may include, but are not limited to replacement and/or repair of windows/doors, plumbing/electrical/HVAC systems, roofs, structural repair, mitigation/abatement of lead-based paint hazards, and removal and/or repair of any code violations.

The City provides up to \$50,000 in deferred loan assistance for these repairs. The loan may be partially or entirely forgiven based on the applicants' income eligibility. The City secures its investment with a lien (Deed of Trust) equal to the value of the loan, which is repaid in monthly installments by the homeowner over the period of approved loan terms, or paid in full upon sale, transfer or alienation of the property. Loan payments are determined based on financial circumstances of the borrower for a length of time determined by the amount of the rehabilitation loan.

The City's Housing Rehabilitation Program is available to assist low and moderate income households throughout City. While all low and moderate income residents are eligible to apply for housing rehabilitation assistance, priority is granted to physically disabled and elderly homeowners age 60 or older residing in Community Development Target Areas and other areas as may be defined annually.

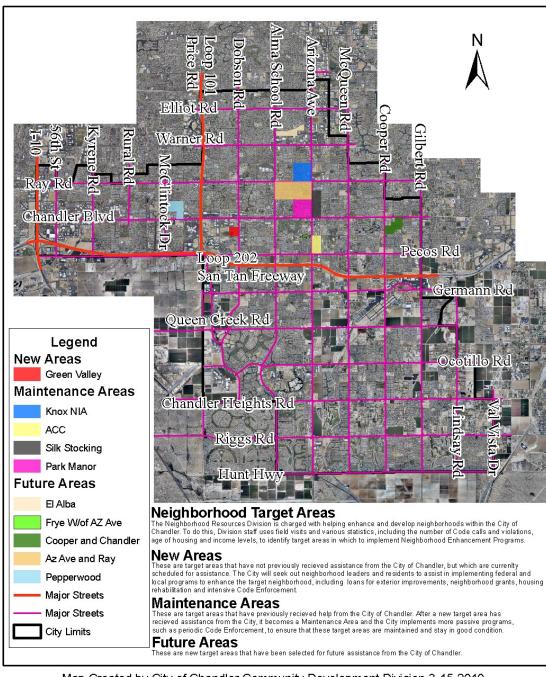
In February 2009 a new residential infill program was developed. This program rebates 50% of the impact fees for new construction that meets Energy Star standards, and 100% of the impact fees for new construction that meets LEED standards. The end result is a cost reduction generally ranging from \$10,000 to \$20,000.



City of Chandler

Neighborhood Resources

Neighborhood Target Areas



Map Created by City of Chandler Community Development Division 3-15-2010

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Neighborhood Stabilization Program Target Areas

In 2009, the City received \$2,415,000 to address foreclosures in Chandler. The City's strategy focuses on areas identified as having the greatest need using HUD's Estimated Foreclosure Abandonment Risk Score (Risk Score). The Risk Score measures the estimated foreclosure and abandonment risk of every Census tract block group in the State. Utilizing the HUD provided dataset, Chandler found the zip code 85225 to have the highest concentration of Census Tracts with significant HUD risk scores, including the only Census Tract (522902) with a foreclosure abandonment risk score of 10. This Census Tract also had a predicted 18 month foreclosure rate of 7.7%. As a result, the City is utilizing NSP funds in eligible census tracts within the 85225 zip code to:

- Connect qualified buyers and sellers by providing assistance for first-time homebuyers who will own and occupy foreclosed homes as their primary residence;
- Create permanent affordable housing stock by creating a Chandler Community Land Trust for the sale and occupancy of qualified home-buyers through acquisition and/or rehabilitation of foreclosed single-family homes;
- Preserve affordable rental opportunities through acquisition and rehabilitation of foreclosed multifamily units for affordable rentals. This strategy will assist in meeting the HERA-mandated set-aside of a minimum of 25% of the funds to preserve affordable rental opportunities for households below 50% of median income.

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HOUSING MARKET ANALYSIS

The housing market consists of homeowners and renters and the units they occupy. The three primary elements of the housing market that impact supply and demand are:

- 1. Variety the types of housing that are available.
- Quality, most often defined by age, unit value and whether the unit has complete plumbing or kitchen facilities.
- 3. Affordability defined by the percentage of household income that must be spent for housing costs.

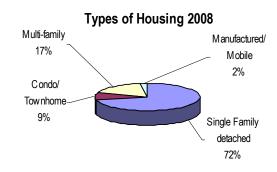
If housing alone were adequate to create and sustain a community, then a quality unit with all of the desired amenities that costs not more than 30% of a household's gross income would represent a healthy balanced community.

Housing Variety and Number of Units

Single-family Detached Housing Predominates

A variety of housing types is necessary to meet the diverse housing needs and desires of both owners and renters. Opportunities for movement within a housing market or housing choice are defined by variety. At the same time, housing variety is driven by many factors - primarily demand for certain types of housing and amenities by households who can afford the desired type and amenities. Other factors that influence housing variety include public policy such as zoning and building requirements, the availability and cost of infrastructure, community character (e.g. rural v. urban), builder experience, and the cost of land and construction.

Of the 93,769 housing units in Chandler (2008), nearly three quarters (72%) are single family detached. An equal proportion of new development between 2000 and 2008 was focused on single-family housing, yet significant growth was also seen in the Condominium and Townhome stock, which nearly doubled to 3,898 units. While nearly 4,000 multifamily and manufactured housing units were added, these typically more affordable housing types decreased as a proportion of the overall housing stock.



The City's general plan establishes three goals to support and promote greater housing variety and affordability:

- 1. Ensuring a variety of housing choice for all income levels;
- 2. Working with the housing industry for optimum dwelling unit production; and
- 3. Continuing high residential quality and sustainability standards.

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The goals are supported through a variety of objectives. These objectives are to:

- Address Chandler's housing affordability gaps for family home ownership and rental opportunities.
- Upgrade older neighborhoods with enhancements and incentives to promote financially attainable housing for low and moderate-income families.
- Permit urban, multi-story housing in select locations where excellent access and sufficient infrastructure capacity are in place.
- Protect existing low-density neighborhoods.
- Address housing needs of fixed-income elderly persons and other special populations.
- Utilize existing residentially zoned and planned areas without infringing on lands reserved for commerce or employment.
- Add to the City's housing stock through neighborhood revitalization, infill and mixed-use developments.
- Support increased density with urban living arrangements where appropriate.
- Encourage homebuilders to construct energy-efficient, "green" homes.
- Design or retrofit neighborhoods to emphasize outdoor enjoyment, traffic reduction and water conservation.
- Create residential "enterprise zones" with educational outreach, code enforcement, revitalization assistance and replacement of substandard homes.

Growth in Housing Market Slows with Economic Downturn

In general, the housing market moves roughly in line with the rest of the economy over the long term. From 2000 to 2008 the housing stock grew 41% to 93,769 units while the number of households grew 40%; on average 3,650 new housing units were added to the stock annually. In 2009, a total of 542 permits were issued for new housing, including one for multi-family housing and 541 for single-family housing.

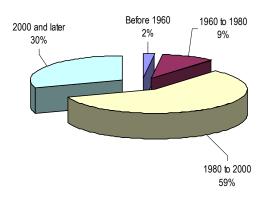
Housing Quality

Housing quality encompasses a range of issues that are central to quality of life including housing safety, design and appearance, maintenance and energy efficiency, and community safety and livability. The quality of the existing housing stock reflects economic prosperity and pride of community. As a popular vacation destination, housing quality is often the first impression that signals the community well-being that attracts new employers and economic investment. The City of Chandler takes a proactive approach to community and neighborhood stabilization through such activities as community clean ups and code enforcement. These activities contribute to voluntary correction of code violations, create community and neighborhood pride, contribute to the health and safety of residents, and improve community appearance and character.

The age of the housing stock is one indicator of housing quality. While many older housing units have been well-maintained and lovingly restored, other older housing units may have been built to outdated building codes using materials and construction techniques that are no longer considered safe or sustainable. Older housing units may be less energy efficient, resulting in higher utility costs for occupants. In addition, some materials, such as lead (in units built prior to 1978) and asbestos may represent health hazards to unit occupants.

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Housing Stock by Year Built



11,000 Housing Units are More than 30 Years Old

As a relatively new community, only 2% of units (1,972) are 50 years old or older. An additional 9% of units (9,024) are 30 to 50 years old. In total, 11.4% of units (11,001) are 30 years old or older. These units are more likely than newer stock to require rehabilitation or replacement, historic preservation, lead-based paint remediation, and energy-efficiency improvements. Many of the oldest units are located in Chandler's target neighborhoods.

Demolition of Vacant Uninhabitable Structures

The City has identified an estimated 25 units that are both vacant and uninhabitable. Vacant residential buildings have a negative impact on both quality of life and property values in neighborhoods. They attract problems and reduce neighboring housing values, sometimes for many blocks. Arson, unintentional fires resulting from use as temporary housing, and the attraction of rodents and insects represent a serious health and safety hazard. Vacant buildings often attract crime or groups of teenagers with little to do.

Even if no crime is present, vacant uninhabitable buildings detract from the overall appearance of neighborhoods, and can negatively impact home sales in an area. The more vacant homes on a street or in a neighborhood, the greater the negative impact on prospective homebuyers. Demolishing uninhabitable vacant structures is essential to the well-being of Chandler residents and neighborhoods. To ensure this well-being, the City is exploring a variety of mechanisms to eliminate vacant and uninhabitable structures.

Energy Efficiency and Sustainable Building

Housing affordability extends beyond the relationship of housing costs to income. Just as transportation costs impact housing affordability based on location, utilities directly impact housing affordability. The standard measure for affordable rental housing and monthly rent subsidies includes an allowance for utilities derived from average utility costs by unit size. Low and moderate income households and large families occupying older structures are especially impacted by high utility costs. Public buildings, including those owned by nonprofit organizations impact the amount of resources available to serve people.

The more poorly a structure is built, the more costly it is to operate in the long run. The overall goal of energy efficient and sustainable building practices is to provide for long-term affordability and sustainability. Energy efficiency has many personal and community benefits: long-term cost savings, decreased emissions, increased health, and increased human productivity. Incorporating appropriate materials and techniques into public and nonprofit facilities can also reduce organizational operating expenses, providing for lower overhead and increasing opportunities to serve the community.

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Arizona State University Stardust Center for Homes and the Family has been working towards building a model of energy conservation and sustainable design targeted towards rehabilitation. These standards, called AZ5 ReGreen, provide energy efficiency retrofit guidelines according to a menu of techniques and materials that range from zero to low-cost to high-cost, making it possible for those who are not well-versed in all of the techniques and materials to choose the most efficient and sustainable improvements and building techniques.

Improving housing affordability and reducing operating costs through improved energy efficiency and sustainable design is an important strategy, yet conservation and improved efficiency remain significant challenges for Chandler. Projections and development policy indicate that the type of energy demands are changing from primarily new residential connections to more commercial, industrial and institutional users. The City's energy resources element identifies four goals to increase community sustainability:

- 1. Encourage the efficient use of energy resources;
- 2. Improve energy efficiency in public applications;
- 3. Maximize the use of renewable energy sources; and
- 4. Encourage the use of clean energy technology.

In support of these goals, the City has established multiple objectives:

- Establish an incentivized Green Building Program.
- Promote energy conservation through public education.
- Modify City development standards to encourage energy efficiency.
- Encourage energy efficient retrofitting for private development.
- Promote land uses that result in increased pedestrian and bicycle transportation opportunities.
- Utilize energy efficient retrofits for existing public facilities.
- Perform energy audits, assessing energy use of municipal facilities and programs.
- Encourage the use of renewable energy in residential, commercial and industrial applications.
- Demonstrate municipal leadership by developing or aiding in the development of an alternative energy project such as large-scale, roof mounted, solar panels or similar project.
- Actively pursue businesses specializing in "green energy".
- Encourage new energy technologies in public and private project designs.
- Establish Chandler's Innovation Zones and supporting infrastructure as sites for energy development.

Tenure and Occupancy

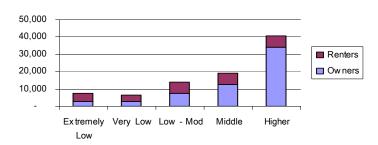
Tenure is important to understanding the occupancy of units and is critical to the structuring of appropriate strategies. Housing tenure varies with such demographic factors as age, occupation, and household type. The choice of whether to buy or rent depends in part on a household's financial situation. A household's financial situation depends on the age of household members and their employment situation. Inversely, the search for decent, safe and affordable housing impacts employment and the economy in general.

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More Owners than Renters

More than two thirds (59,723) of Chandler households owned their home in 2008. Census data indicate that the homeownership rate decreased 6% between 2000 and 2008, indicating that many new households rent rather than own.

Tenure by HUD Income Category



Tenure and Income

Ownership increases with household income. Higher income households are generally able to save for a down payment and closing costs, meet lender credit requirements, and take advantage of the tax benefits of homeownership. While 84% of higher income households are owners, only 38% of extremely low income households own.

TABLE 7 – TENURE BY HUD INCOME CATEGORY (2008)						
	Owr	Owners		Renters		
	No.	%	No.	%		
< 30% AMI	2,800	38%	4,543	62%		
30 – 50% AMI	2,933	47%	3,386	55%		
50 – 80% AMI	7,528	53%	6,414	46%		
80 – 120% AMI	12,539	65%	6,689	35%		
> 120%	33,924	84%	6,511	16%		
Source: HUD CHAS data for	Maricopa County; extra	polated for Chand	ller			

One in Ten Units Vacant

The proportion of occupied units and the vacancy status of vacant units reflect both demand for housing in general and the primary use(s) of housing units. A large volume of vacant units for sale or for rent may indicate low demand or oversupply; it also may indicate that the housing stock is uninhabitable or held for seasonal or recreational use. In 2008, one in ten housing units (9,169) were vacant and more than one third (3,348) were for rent, indicating a rental vacancy rate of 12%. A rental vacancy rate of 5% to 7% is considered healthy.

While the proportion of vacant units for rent was high, the volume of units for sale tripled from 2000 to 2008. The relatively large number of vacant units for rent reflects a changing economy where both rents and housing prices have declined, and unemployment has driven many owners of second homes to look for renters as a source of reducing household debt.

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Housing Affordability

Housing Cost Burden Impacts 29,000 Households

There are an estimated 29,331 Chandler households paying more than 30% of household income for housing costs, including 18,002 low and moderate income households. Both owners and renters may choose to occupy housing that is disproportionately costly to their income for any number of reasons – location, availability, public transportation and access to services or employment, anticipated income increases, and housing quality are just some of the complex factors that impact housing choice. While cost burden is an important consideration in developing appropriate strategies, a truly accurate definition of housing affordability must recognize adequate household income to locally purchase (rent or own) housing with sufficient resources remaining for basic goods and services and the opportunity to generate additional income or increase net worth.

Government programs define cost burden as paying more than 30% of gross household income for total housing cost (rent or mortgage and utilities), however this definition is more appropriate to moderate income households than to lower or higher income households. Simply stated, housing cost burdened lower-income households may have little remaining to pay for the essentials – clothing, food, transportation and child care, while higher income households may choose to pay more for housing since there is plenty remaining for the other essentials. Housing cost burden also has costs to the community; when housing costs are too high or the quality is poor, employers have difficulty attracting and retaining quality employees. For major employers, housing affordability is often a factor in location decisions.

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THE HOMEOWNERSHIP MARKET

It is a widely-held belief that homeowners contribute to community stability through their financial investment and that they seek to maintain and grow that investment through greater participation in the community. Consequently, areas with high homeownership rates are considered less vulnerable to displacement from gentrification and rising housing prices. With this underlying belief, the national goal of increasing homeownership has resulted in a focus of resources to assisting first-time homebuyers.

Socio-economic Profile and Needs of Existing Owners

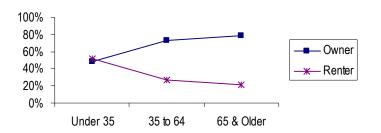
Married Couple Families Have High Homeownership Rates

Family structure is one factor that impacts the homeownership rate and seven of ten married couple Chandler families owns. The rate of homeownership among married couples is 1.15 higher than for single people, 1.25 times higher than single male householders and 1.4 times higher than single female householders. Six of ten single people own their home, and 20% of single homeowners are over the age of 65. The lowest rate of homeownership is among non-family households (unrelated people living together); only 44% of these households own their home. Single female heads of household also experience a relatively low homeownership rate; 49% own their home.

Householder Age and Homeownership: A Direct Relationship

Younger households are more likely to rent, while older households are more likely to own. In general, the homeownership rate increases after the age of 35 and remains high through the retirement years. Less than half (48%) of householders under age 35 own their home, compared with 73% of working adults and 79% of retirementage adults.

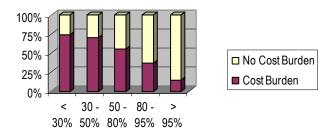
Tenure by Householder Age



Three of Ten Existing Owners Are Cost Burdened

While owners at all income levels experience cost burden, the rate of cost burden is highest among the lowest income households. Nearly three quarters (2,065 or 74%) of owners with annual household incomes less than \$19,260 (30% of the median income) are cost burdened, as are more than two thirds (2,060 or 70%) of those with incomes between \$19,260 and \$32,100 (31% – 50% of the median income). More than half (4,150 or 55%) of owners with incomes between \$32,100 and \$51,360 (50% - 80% of the median income) are cost burdened.

Cost Burdened Owners by HUD Income Category



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Even higher income owners experience cost burden. Among households with incomes between \$51,360 and \$60,990 (80% - 95% of the median income), nearly four of ten (4,584 or 37%) are cost burdened. Cost burden in this income category is most likely to have occurred as the result of creative financing and other market conditions that made it easier to purchase during the first half of the decade. Households in this income category are perhaps the most vulnerable to foreclosure.

TABLE 8 - COST BURDENED OWNERS BY INCOME LEVEL (2008)							
	Total Owners	Cost Burdened	% of cost burdened HH	% income level cost burdened			
< 30% AMI	2,800	2,065	11%	74%			
30 – 50% AMI	2,933	2,060	11%	70%			
50 – 80% AMI	7,528	4,150	23%	55%			
80% - 95% AMI	12,539	4,584	25%	37%			
> 95% AMI	33,924	5,117	28%	15%			
Total	59,723	17,976	30%				
Source: HUD CHAS data for Maricopa County; extrapolated for Chandler							

More than 700 Owners Live in Overcrowded Conditions

HUD defines overcrowding as more than 1 person per room. Overcrowding can lead to health and safety concerns, higher utility costs, and a need for increased maintenance. Slightly more than one percent of Chandler owners (709) live in overcrowded conditions according to the 2006/2008 ACS data. Overcrowding is more prevalent among lower income owners, who experience overcrowding at 2 to 3 times the rate of all owners.

TABLE 9 - OVERCROWDED OWNERS 2008					
Owners	Overcrowded				
	No.	%			
< 30% AMI	71	2.5%			
30 – 50% AMI	102	3.5%			
50 – 80% AMI	202	2.7%			
80 – 95% AMI	102	0.8%			
> 95% AMI	232	0.7%			
Total Overcrowded	709	1.2%			
Source: 2006/2008 ACS; HUD CHAS data for Maricopa County; extrapolated for					

Chandler

Owner Housing Quality

Owners Occupy the Newest Housing Stock

Homeowners occupy seven out of ten housing units built since 2000. As homeowners moved into newer housing stock, the older housing stock became available to renters. In 2000, 15% of owners occupied housing built before 1980 and that proportion declined to 10% in 2008. Still, more than 6,000 owners occupy pre-1980 housing. Continued investment in housing rehabilitation in Chandler's older neighborhoods is an opportunity not only to assist owners but also to further stabilize neighborhoods.

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Substandard Owner-occupied Housing Units

Another housing problem identified by HUD is substandard housing – units that lack complete plumbing or kitchen facilities. Chandler first adopted a building code in 1973, assuring that housing units were built with complete kitchen and plumbing facilities. Still many units built prior to the adoption of the local code did include complete facilities and it is estimated that there are only 128 units citywide that lack complete kitchen or plumbing facilities. Extremely low income owners are nine times more likely to occupy substandard units.

TABLE 10 - SUBSTANDARD OWNER-OCCUPIED HOUSING UNITS - (2008)				
	No.	% income level		
< 30% AMI	26	0.9%		
30 – 50% AMI	10	0.3%		
50 – 80% AMI	37	0.5%		
80% - 95% AMI	4	0.0%		
> 95% AMI	50	0.1%		
Substandard Owner Units	128			
Source: 2006/2008 ACS				

Homeownership Affordability

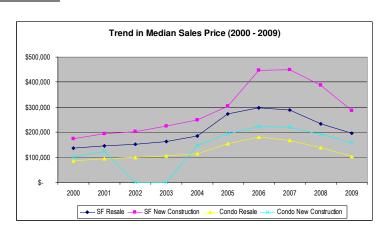
Homeownership and housing affordability are assessed from both the supply and demand sides of the housing market. The supply side of the equation is measured through values and sales prices, existing and new unit sales volume, and vacancy rates. The demand side of the equation is measured through growth in population, employment, net worth, and financing opportunities such as the types of financing available, interest rates, and credit requirements. Housing quality and variety, and more recently foreclosures, influence both sides of the equation.

Housing Price Increases: More than Supply and Demand

When housing prices increase due to a fundamental supply and demand equation, then both rental prices and ownership prices can be expected to increase comparably. During the early part of the decade, the number of households increased 40% and purchase prices increased 120%. Population growth early in the decade directly impacted housing prices as demand exceeded supply, yet housing prices increased even after the supply caught up with the demand. This suggests that the increase in housing costs had as much to do with a fundamental supply and demand imbalance as with other factors, such as creative and liberal financing, and increased purchasing by retirees and investors.

Sales Prices Steadily Declining After Huge Increases

After peaking in 2006 and 2007, housing prices have been steadily declining. The median price of a single-family resale unit declined 35% to \$195,010 from a peak of \$297,900 in 2006, while the median price of a condo resale declined 43% to \$102,905 and new condos 29% to \$157,555. New single-family unit prices reached their peak in 2007 at \$449,200 and have since declined 36% to \$285,950.

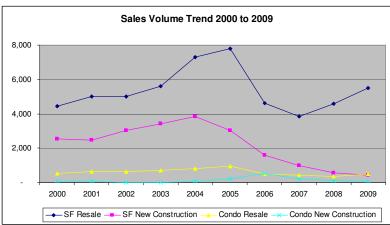


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Sales Volume Rebounding

Sales volume reached its peak in 2004 and 2005, with nearly 12,000 unit sales. Sales volume saw a dramatic decline in 2006, when volume dropped 40% to 7,220 units and reached its low in 2007 and 2008, with unit sales of 5,480 and 5,625 respectively; a 46% decrease overall. In 2009, the market began to rebound and 6,915 units were sold.

Naturally, the most dramatic decreases in sales volume are among new single family and condo units as new construction has nearly stopped. New single-family construction sales volume reached its peak in 2004 when 3,840 units were sold but only 435 units were sold in 2009, including 5 foreclosed units. New condo construction sales volume reached its peak in 2006 when 515 units were sold; 85 units were sold in 2009.



Home Purchasing Power of Median Income Households Decreased

Despite a 35% sales price decrease in the past two years, home purchase affordability for median income households has still declined 15% since 2000. Assisting a purchaser earning 80% of the median income would require \$36,140 in subsidy, almost eight times the assistance needed in 2000. Home purchasing generally remains out of reach for Chandler households earning less than 50% of the median income.

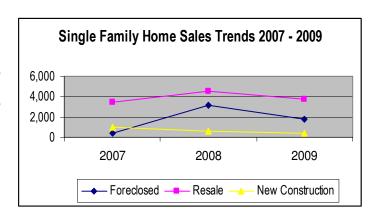
TABLE 11 – TREND IN RATIO OF MEDIAN INCOME TO MEDIAN SALES PRICE				
	2000	2006	2009	
Median Sales Price (Resale & New)	\$ 135,500	\$ 297,900	\$ 195,010	
Median Income	\$ 58,416	\$ 68,007	\$ 70,924	
% HH afford median value unit	60%	26%	51%	
Purchase Gap (100% AMI)	\$ 0	\$ 182,065	\$ 0	
Purchase Gap (80% AMI)	\$ 4,648	\$ 220,149	\$ 36,140	
Purchase Gap (50% AMI)	\$ 53,718	\$ 277,275	\$ 95,716	
Sources: ASU Realty Studies; Census 2000; 2006 ACS; 2006/2008 ACS Estimates				

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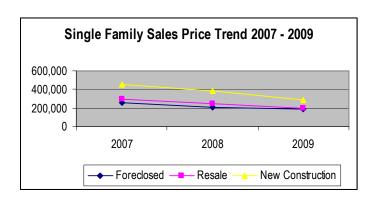
Foreclosures

<u>Foreclosed Units Are 30% of the Resale Single</u> Family Housing Market

Since Arizona State University Realty Studies began tracking foreclosed units in 2007, foreclosed units have increased as a percentage of the housing market to 30%. In 2009, 1,950 foreclosed units sold with an average sales price of \$188,550, down from \$209,425 in 2008.



Excess Supply and Foreclosed Units Result in Overall 33% Price Decline



Foreclosed resale single family selling prices are increasingly in line with resale prices of non-foreclosed units. As the primary method of valuation is comparables, the evidence is strong that foreclosed units are negatively impacting home values and prices. However, it is important to remember that comparables also drove market values and prices upwards during the earlier part of the decade.

The primary factors contributing to foreclosure are loss of employment, high-cost and high-leverage financing by buyers, high-cost and high-leverage refinancing by owners, over-building, and over-valuation. Over-valuation is perhaps the most important factor as it impacts all other factors.

- High cost and high leverage loans. This type of financing places the borrower at particular risk of foreclosure when property values decline. Owners who finance100% or more of their home's value see negative equity when values decline. This negative equity then combines with increasing payments as interest rates adjust, leaving the owner "upside down". Those who purchased or refinanced between 2005 and 2007 are at greatest risk, when values were at their peak, are the most vulnerable.
- Over-valuation. High demand and "creative" financing contributed to high demand and in turn that high demand contributed to over-valuation. From 2004 to 2005, prices increased 47% to \$272,650 and continued to increase during 2006, even as the market showed signs of slowing evidenced by a 41% decrease in sales volume. Those who purchased or refinanced to cash out between 2005 and 2007 have since lost, on average, 35% of their property value.
- · Over-building. Relatively inexpensive land combined with high demand from both owners and investors resulted in continued building even as the market slowed.
- Credit. The Federal Reserve Bank April 2009 Senior Loan Officer Opinion Survey on Bank Lending Practices provides a clear picture of the current credit environment. About 50% of domestic respondents indicated that they had tightened their lending standards on prime mortgages over the

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previous three months, and about 65% of the 25 banks that originated nontraditional residential mortgage loans over the survey period reported having tightened their lending standards on such loans.

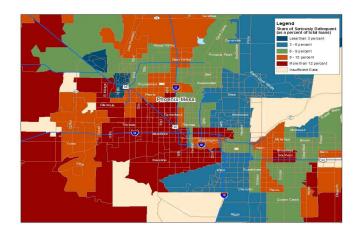
Foreclosures Catch Some by Surprise

In Arizona, a lender must appoint a Trustee, the person or entity that has the legal right to sell the home in a Trustee sale. Because most homeowners have a Trust Deed, the foreclosure timeline is fairly simple and quick because the Trustee does not have to go to court to foreclose. By law, the Trustee must record in the County Recorder's office a Notice of Trustee's Sale. This notice is the legal notice that the home will be sold no sooner than 90 days from the recording date of the notice. The notice must be published at least once per week for four consecutive weeks in a newspaper of general circulation in the County in which the property is located. A hard copy of the notice must also be mailed within 5 days of recording to the home owner and others affected by the sale. When the 90 days have elapsed without correction by the home owner or affected parties, a Trustee's Deed (foreclosure) may be recorded.

This process, which does not provide for a second notice before foreclosure, surprises many homeowners who are attempting to modify their existing mortgages. The Federal Reserve Bank of San Francisco reports that loan modification scams are proliferating, especially in areas with high investor interest. For homeowners facing foreclosure due to lack of understanding of their original mortgage, a lack of information about the loan modification process is placing them at additional risk. Stories abound regarding families that have paid thousands of dollars for a loan modification only to be foreclosed. Few understand that simply starting the loan modification process cannot stop foreclosure. Increased public awareness is critical.

Foreclosure Risk Remains High

The Federal Reserve Bank of San Francisco estimates a 3-6% foreclosure rate in most areas of Chandler during the next couple of years. Using this estimate, between 2,800 and 5,800 additional units will be foreclosed during the next several years. While much of the foreclosure volume during the past three years was due to subprime lending and adjustable rate mortgage resets, this type of lending has slowed dramatically. Still, other types of loans are due to reset during the next three years. Of greatest concern are those loans with an option adjustable rate as well as Alt-A loans.



The areas with the highest proportion of current foreclosures remain at high risk for foreclosure during the next several years. The factors that contribute to foreclosure are evidenced in the heat maps produced by the Federal Reserve Bank of San Francisco (FRBSF). These maps delineate the areas with the highest proportion of foreclosures. Areas with newer development and those with high concentrations of low-income and minority households have seen the largest volume of foreclosures. Many of these areas are also those where the cost of transportation is higher.

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THE RENTAL MARKET

Socio-economic Profile and Needs of Renters

While much of the focus of housing programs has been on increasing homeownership, renters are an equally important segment of the housing market. People choose renting for many reasons. From a community standpoint, renting provides the opportunity for households to learn more about a neighborhood or community before making a homeownership investment, and provides for mobility among the workforce. From a household perspective, renting is chosen over homeownership for a variety of reasons including:

- Renting may be less expensive than owning, especially during the first five years;
- Rental units are maintained and repaired by their owners, so unplanned and sometimes-costly repairs are not the renter's responsibility;
- Less time spent on maintenance and repairs equals more free time;
- Renting carries less financial risk, especially in volatile markets.

Like the homeownership market, the rental market and affordability are assessed from both the supply and demand perspectives. The supply side of the equation is measured primarily through the availability of existing units at various rents and vacancy rates. Public Housing and subsidized housing are two components of availability. The demand side of the equation is measured through growth in population and employment, waiting lists for Public Housing, and the homeownership market as a competitive factor. Rental housing quality and variety influence both sides of the equation.

Minorities are more likely to Rent than Own

While the homeownership rate is relatively high in Chandler, it is highest among Asian, White and "other" races. Black or African American households have the lowest homeownership rate (38%), and Hispanic households also have a relatively low homeownership rate (55%).

1,600 Overcrowded Renters

According to ACS data, 1,611 renters live in overcrowded conditions. Overcrowding is more prevalent among the lowest income renters.

TABLE 12- OVERCROWDED RENTERS					
Household Income Level	No.	% income level			
< 30% AMI	445	2%			
30 - 50% AMI	439	2%			
50 - 80% AMI	392	1%			
80% - 95% AMI	106	1%			
> 95% AMI	229	1%			
Overcrowded Renters	1,611	1%			
Source: 2006/2008 ACS; CHAS data					

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Four of Ten Renters is Cost Burdened

Renting is most common among lower income households, whose housing choices are limited. In 2008, there were an estimated 27,543 renters in Chandler. Six of ten extremely low income households rent as do 55% of very low income households, and 46% of low to moderate income households. With limited housing choice, the majority of the lowest income renters are also cost burdened, with eight of ten extremely low income and very low income renters paying more than 30% of household income for rent.

Cost Burdened Renters by HUD Income Category

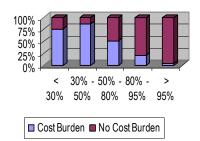


TABLE 13 - COST BURDENED RENTERS BY INCOME LEVEL (2008)					
Household Income Level	Total Renters	Cost Burdened	% of cost burdened HH	% income level cost burdened	
< 30% AMI	4,543	3,469	31%	76%	
30 – 50% AMI	3,386	2,940	26%	87%	
50 – 80% AMI	6,414	3,318	29%	52%	
80% - 95% AMI	6,689	1,392	12%	21%	
> 95% AMI	6,511	236	2%	4%	
Cost Burdened Renters	27,543	11,355	41%		
Sources: 2006/2008 ACS; HUD CHAS data for Maricopa County; extrapolated for Chandler					

Rental Assistance is Essential for the Lowest Income Households

Increasing rental affordability through subsidies, the development of permanent affordable rental housing, and improvements to the aging rental stock are all needed to address the needs of low income renters. Rental assistance is one method of increasing housing affordability among low income households. Most rental assistance programs provide assistance that reduces the monthly rent outlay to 30% of household income for households earning less than 50% of the median income. The amount of rental assistance needed varies with such factors as the household's income and the availability and cost of rental units. From 2000 to 2008, median income increased 20% while median rent increased 34%. To afford the median rent unit in 2008, extremely low income renters required assistance of approximately \$541/month and very low-income renters required assistance of approximately \$189/month.

TABLE 14 – TREND IN MEDIAN GROSS RENT, INCOME AND SUBSIDY REQUIRED (2000 - 2008)				
	2000	2008		
Median Rent	\$ 795	\$ 1,068		
Median Income	\$ 58,416	\$ 70,294		
% households afford median value unit	46%	39%		
Rental Gap (50% AMI)	\$ 65	\$ 189		
Rental Gap (30% AMI) \$ 357 \$ 541				
Source: Census 2000; 2006/2008 ACS				

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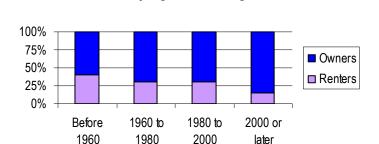
Rental Housing Quality

Over 4,000 Renters Occupy Housing More than 30 years Old

Renters are one and one half times more likely than owners to occupy a housing unit built before 1980. While 30% of units built after 1980 are renter occupied the proportion increases to 40% for housing built between 1960 and 1980 and 43% for housing built before 1960. More than four thousand renters (4,066) occupy pre-1980 housing.

Primary challenges with older rental units are maintenance and the need for replacement of major systems. Many older units are manufactured or single family homes, indicating ownership by individuals who may be seeking financial benefit through current income generation, increased property value (appreciation), and depreciation (a tax benefit). All or some of these factors play a role in rental housing maintenance and older rental housing

may offer few of these benefits to owners. While large rental complexes are often professionally managed and maintained, many single-family, manufactured and small multi-family units do not benefit from professional management. Identifying these units and encouraging rehabilitation is particularly challenging. Federal income qualification requirements and rent restrictions are often unattractive to individual owners.



Tenure by Age of Housing Unit

Few Substandard Rental Units

With a relatively new housing stock, only 48 rental units are considered substandard by HUD's definition – units that lack complete plumbing or kitchen facilities. Less than one half of one percent of all renters occupies substandard units.

TABLE 15- SUBSTANDARD RENTER-OCCUPIED HOUSING UNITS (2008)		
< 30% AMI	15	
30 - 50% AMI	15	
50 - 80% AMI	11	
80% - 95% AMI	1	
> 95% AMI 6		
Substandard Rental Units 48		
Source: 2006/2008 ACS; HUD CHAS data		

Subsidized Rental Housing

According to HUD information, there are four subsidized apartment complexes in Chandler, one that provides 22 affordable and accessible units for the disabled, and three that provide 167 affordable units for families. These units are in addition to Public Housing units and generally serve low and moderate income households.

Of greatest concern with subsidized housing is the potential that the subsidy will expire and the units will be lost from the affordable housing stock. One project is scheduled to expire in February 2011. The expiring project provides 40 affordable one, two and three bedroom units for low to moderate income households. In addition, 16 units of HOME-funded rental housing will expire during the next five years.

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Nearly 1,300 Rental Units Needed for Extremely Low Income Renters

While rent subsidies assist many households, extremely low income households are the most cost burdened; 1,293 units that rent for not more than \$480/month are needed for this income category. Considering that the cost of maintaining a rental unit averages approximately \$250/month, providing housing units that rent for this amount necessitates a deep subsidy as there is little cash flow to secure financing.

TABLE 16 - RENTAL UNITS NEEDED FOR EXTREMELY LOW INCOME HOUSEHOLDS						
	Affordable Rent up to	Cost-burdened Renters	Affordable Units	Units Needed		
Extremely Low Income \$480/month 3,469 2,176 1,293						
Source: 2006/2008 American Community Survey						

PUBLIC HOUSING NEEDS

The City of Chandler PHA is incorporated into the City of Chandler's Housing and Redevelopment Division. The Housing Division operates different sections and supportive services of affordable housing. Major areas of operations include Low Rent Public Housing, Section 8 Housing Choice Vouchers, the Family Self-Sufficiency program, the Housing Youth program, the Section 8 Homeownership Program and the designated Scattered Site Senior affordable housing program.

The PHA addresses the needs of extremely low income, low income and moderate-income families in Chandler. The Public Housing program and Section 8 program have been designated by HUD as "High Performing". The City's PHA manages 303 public housing units and 480 Housing Choice Vouchers. In addition, the Housing and Redevelopment Division operates 4 scattered site senior homes in gated designated adult communities as a non-federal affordable housing venture.

The City of Chandler uses Capital Fund Program monies to continuously renovate public housing units. Projects from this past year included installation of new exterior doors, bathroom and kitchen renovations, replacing heating and cooling units, exterior painting, replacing windows with dual pane, insulated glass, landscape enhancements and parking lot resurfacing. The PHA has also contracted with a private company to complete energy audits of public housing units. This has provided information and data to assist in targeting current and future energy efficient capital projects. The audit also pointed out other health and safety issues having to do with air quality.

Using ARRA Stimulus Capital Grant funding, the Housing Division created one large project within the low rent public housing capital program that would help to immediately improve energy efficiency for residents by upgrading the heating and cooling units. This project replaced 169 housing heating and cooling units, which will help to ensure long term cost savings for residents as it relates to heating and cooling utility costs. This project was completed within 8 months of receiving the stimulus funding and should provide an immediate impact on resident's utility bills.

While the City's PHA has done much to address the needs of low-income households in Chandler, demand for assistance remains high. There are 2,608 families on the Public Housing waiting list and 1,023 on the Section 8 waiting list. Vacancy turnover in Public Housing is approximately 80 families/year. Average waiting times for Public Housing varies widely depending on the bedroom size required. On average the wait is approximately 2 years for all bedroom sizes, however, two-bedroom units are in the greatest demand and large bedroom units have the shortest wait time.

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Vacancy turnover in the Section 8 program is approximately 36 families per year. Once issued, a housing choice voucher is rarely turned over, indicating a 5-9 year wait for extremely low-income families and very limited assistance for all other income categories within the Section 8 program.

The waiting list for the Public Housing program is currently open and the waiting list for the Section 8 program is currently closed. Eighty-four percent of families on the waiting for Public Housing and sixty-six percent of the families on the Section 8 program are extremely low income. For public housing, one half of those waiting have disabilities, slightly more than one third are families with children, and the remaining are elderly. The greatest need is for 1 and 2 bedroom units. Nearly all (90%) of those waiting for Section 8 assistance are families with children. The race/ethnicity of waiting families mirrors the race/ethnicity of the population as a whole.

In the upcoming years, the PHA will address the shortage of affordable housing for all eligible populations on the waiting lists. This will be accomplished by maximizing and fully utilizing all available resources and increasing the number of affordable housing units. The agency will expand the supply of assisted housing by applying for additional funding, reducing the turn around time for Public Housing vacancies, acquiring or building units or developments, and leveraging resources through creative mixed-financing. The agency's strategies include funding and staffing considerations, community priorities, and consultation with program participants. Specific strategies include:

- Adopting rent policies to support and encourage work.
- Making use of admissions preferences for families who are working and adopting rent policies to support and encourage work.
- Applying for special purpose vouchers targeted to the elderly, should they become available.
- Continuing to evaluate and implement new affordable housing opportunities that are offered or created by various grants, conversion/transition programs and more traditional funding sources.
- As available, applying for housing choice vouchers

In addition to the above strategies, the Chandler PHA encourages public housing residents to become more involved in management and participate in homeownership in the following ways:

- Communication between housing staff and participants of the programs is being improved through
 periodic scheduling of resident meetings and circulation of newsletters. Public Housing participants
 receive quarterly newsletters that include information regarding new programs, new requirements,
 and resident services. Additional mailings include meeting invitations, Resident Advisory Board
 recruitment, and other pertinent announcements. Communication among Housing Assistance staff,
 clients, and landlords has improved and remains a Division priority.
- The PHA continues to work in partnership with Chandler Public Library's Adult Education Program to provide financial literacy classes and Housing Our Communities and the Newtown CDC and Community Land Trust provide homeownership classes.
- The Section 8 Home Ownership Program (HOUSE) provides an opportunity for low-income Housing Choice Voucher (HCV) holders to achieve homeownership. The PHA has made up to 10 HCVs available for home ownership. To date 1 HCV holder has utilized their HCV to become a homeowner.
- HOUSE/FSS clients are afforded an additional 3:1 down payment assistance match to their down payment made from a partner IDA program.
- Staff that work with homeownership clients make them aware of other resources available in community, including those available through the City's HOME program, Federal Home Loan Bank, sponsors of Individual Development Accounts, and products sponsored by the Maricopa County Industrial Development Authority, such as mortgage revenue bonds and mortgage credit certificates.

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Two thirds of the Pubic Housing Stock is 40 years old

Two hundred of the City's 303 public housing units were constructed in 1970 and 1971. By today's standards, the units are very small, have few amenities and offer inadequate open space for residents. While constructed well and with appropriate materials for the time, many of the materials and support structures are now outdated and inefficient. Many of the units contain aluminum wiring and suffer from clogged and decaying waste and sewer lines, and calcified water supply lines. The units were constructed from slump block and in accordance with standard building practices at that time contain no insulation or steel reinforcements.

These units are functionally obsolete. By today's standards, the apartments are too small, stripped of amenities and the sites do not provide enough open space due to poor design. The apartments were designed for very modest living. They have extremely limited storage and closet space, small kitchens with no real amenities, and no patios or outside storage options. All the apartment units are single story. They are a mix of stand-alone units, duplexes and fourplexes. The apartment sites have the housing units situated in a way that utilizes the site acreage poorly; one of the smallest sites has the most apartment units located on it.

Also, the design in the 1970's only allowed for one car per family which is not conducive to today's families in which both adults are usually employed. When handicapped designated parking spaces were mandated, these spaces took up most of the visitor parking. Parking lots and driveways are also too small.

While the overall management and the capital improvements of the apartments have been well implemented over the years, and significant improvements have been made to enhance the energy efficiency and livability of the apartments, the cost to make the remaining structural and design changes in the units is invasive, requires relocation, and is economically unwise. Redevelopment is the primary alternative and most likely to provide an appropriate return on investment.

BARRIERS TO AFFORDABLE HOUSING DEVELOPMENT

Affordable housing barriers are typically described as regulatory or financial systems that make it harder for developers to create affordable housing. For the past several decades, Chandler has been a place of growth and much of that growth has been driven by the middle and higher income households attracted to Chandler. Many of the land use designations and local zoning and ordinances as well as development policies have been implemented to ensure this growth is of the type and quality necessary to create high quality housing and a high quality of life.

Despite the growth-related focus of resources during the past decade, Chandler has taken steps to encourage housing development to meet the needs of low and moderate income renters and first time homebuyers. These include easing permit restrictions for developers and helping various non-profit organizations and homeowners improve their properties to provide decent, safe, affordable housing. Rehabilitation activities will continue to be a high priority throughout the next five years, as well as increasing the stock of affordable multifamily and attached housing in the City.

The oldest housing stock is generally the most affordable housing stock. After forty years of rapid growth, some buildings and neighborhoods in Chandler are deteriorating. A significant challenge to Chandler is to revitalize and improve these areas while protecting stable neighborhoods. Regulatory changes in Arizona have created a new challenge for Chandler and other cities. Traditional municipal land use controls, including historic preservation tools, are now severely restricted under Arizona law. Employing alternative measures, including voluntary design and improvement guides and standards, poses significant implementation challenges.

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According to HUD, a regulatory barrier is "a public regulatory requirement, payment, or process that significantly impedes the development or availability of affordable housing without providing a commensurate health and/or safety benefit." HUD created a barriers checklist that identifies possible barriers and acts as a guide to creating local policies to support affordable housing development. The City of Chandler assessed current barriers to affordable housing development by completing the HUD checklist. Based on the checklist, the following potential barriers exist:

- 1. The current zoning ordinance and map, development and subdivision regulations and other land use controls do not conform to the jurisdiction's housing plan by providing sufficient opportunities that permit the building of affordable housing.
- 2. The City has not adopted specific building code language regarding housing rehabilitation that encourages such rehabilitation through gradated regulatory requirements applicable as different levels of work are performed in existing buildings.
- Manufactured (HUD-Code) housing is not permitted "as of right" in all residential districts and zoning classifications in which similar site-built housing is permitted, subject to design, density, building size, foundation requirements, and other similar requirements applicable to other housing, irrespective of the method of production.
- 4. Within the past five years, the City has not convened or funded comprehensive studies, commissions, or hearings or established a formal ongoing process to review the rules, regulations, development standards, and processes of the jurisdiction to assess their impact on the supply of affordable housing.
- 5. Within the past five years, the City has not modified infrastructure standards and/or authorized the use of new infrastructure technologies to significantly reduce the cost of housing.
- 6. The City does not give "as-of-right" density bonuses sufficient to offset the cost of building below market units as an incentive for any market rate residential development that includes a portion of affordable housing.
- 7. The City has not established a single, consolidated permit application process for housing development that includes building, zoning, engineering, environmental, and related permits.
- 8. The City does not provide for expedited or "fast track" permitting and approvals for affordable housing projects.
- The City has not established time limits for government review and approval or disapproval of development permits in which failure to act, after the application is deemed complete, by the government within the designated time period, results in automatic approval.
- 10. The City does not allow "accessory apartments" either as: a) a special exception or conditional use in all single-family residential zones or, b) "as of right" in a majority of residential districts otherwise zoned for single-family housing.
- 11. The City does not have an explicit policy that adjusts or waives existing parking requirements for all affordable housing developments.

With build-out approaching, the City is working towards more balanced growth, focusing on higher-density development, redevelopment, and a mix of residential and commercial uses. This change represents an opportunity for the City to more closely examine methods that retain will the City's current economic and social climate while expanding housing choice for households at all income levels.

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NEEDS OF THE HOMELESS, SPECIAL-NEEDS POPULATIONS, POVERTY-LEVEL AND OTHER VULNERABLE HOUSEHOLDS

The Homeless

According to the Stewart B. McKinney Act, a person is homeless who "lacks a fixed, regular, and adequate night-time residence and; and... has a primary night time residency that is:

- A supervised publicly or privately operated shelter designed to provide temporary living accommodations;
- An institution that provides a temporary residence for individuals intended to be institutionalized, or
- A public or private place not designed for, or ordinarily used as, a regular sleeping accommodation for human beings."

Homeless people in Chandler reflect the diversity, complex characteristics, and special needs of all homeless people in the United States. Almost all homeless people are extremely poor. A lack of resources to care for basic needs - housing, food, clothing, health care - is common to all homeless people. According to the National Coalition for the Homeless, two trends are largely responsible for the rise in homelessness over the past 20-25 years: a growing shortage of affordable rental housing and a simultaneous increase in poverty. Some homeless people require limited assistance in order to regain permanent housing and self-sufficiency. Others, especially people with physical or mental disabilities, require extensive and long-term support.

Barriers to Ending Homelessness in Chandler

Housing is not affordable to people with low incomes. Because of low wages many families struggle to obtain childcare, medical care, food, and housing. Transportation is a significant issue for many low income households. With little income for the necessities, many families are in imminent danger of becoming homeless.

Those earning the minimum wage, especially if they have children, cannot afford deposits and ongoing rental fees for market rate housing. Others have poor credit or a criminal record and cannot access appropriate housing due to credit or crime-free housing policies. While many save money in emergency shelter or transitional housing, the cost of housing leaves little for the basic necessities; many continue to live paycheck to paycheck and one crisis can lead to repeat homelessness.

Homeless people are scattered throughout Maricopa County and have difficulty learning about and accessing services. Although very visible, the downtown Phoenix homeless population represents only a small percentage of the homeless population in Maricopa County. People in outlying areas aren't aware of assistance or lack transportation to get assistance, and homeless outreach teams must cover a 9,200 square mile area in order to reach all of the homeless people in Maricopa County.

It is estimated that there are more than 12,000 homeless individuals and families in Maricopa County, including those doubled up with other families or friends. A significant proportion of the homeless population is seriously mentally ill or dually diagnosed with a substance disorder. This population is extremely vulnerable to victimization, lack of adequate health and mental health services, and utilizes a greater proportion of services such as emergency room, jail, and crisis services.

Emergency shelter is generally provided for up to 3 months during a one-year period. Three months is not adequate time for most individuals or families to stabilize, and those with substance abuse, mental health, life skills, and employment problems are particularly vulnerable to chronic homelessness. Many homeless exiting emergency shelters do not meet the requirements of transitional housing programs, which often require evidence of preparation for employment through addiction recovery and mental health counseling.

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Continuum of Care Regional Committee on Homelessness

It is cheaper to place someone in housing and provide them with the services that they need to stay housed than for them to remain homeless on the streets or in the shelter system. Both locally and nationally there are intense efforts in placing people in permanent housing and providing them with wraparound services to help them maintain their housing in the long run.

The Maricopa Association of Governments (MAG) Continuum of Care Regional Committee on Homelessness is a planning entity made up of local stakeholders convened for the purpose of ensuring that homeless planning is coordinated across municipalities and agencies. Chandler participates with the MAG Continuum of Care. The Continuum of Care model is HUD's primary strategy toward ending homelessness. HUD requires that a Continuum of Care be in place for a community to qualify and apply for homeless assistance funding. Toward this goal, the Continuum:

- Develops an annual consolidated application for Stuart B. McKinney funds through the U.S.
 Department of Housing and Urban Development to support homeless assistance programs throughout Maricopa County.
- Supports year-round planning and coordination to end homelessness in the region.
- Develops, implements, and monitors the progress of a Regional Plan to End Homelessness.

2010 Homeless Street Count

On any given night in Maricopa County, there are more than 8,000 people who are living on the streets or in shelters. The annual point-in-time Homeless Street Count is coordinated by the MAG Continuum of Care Regional Committee on Homelessness in partnership with Street Count Coordinators in the 25 municipalities across the region. The annual point-in-time Homeless Shelter Count is completed by the Arizona Department of Economic Security (DES).

On January 26, 2010 a count of the homeless in Maricopa County was conducted. The initial count for the City of Chandler was 12 individuals, including 9 men and 3 women. None of the homeless counted was considered chronically homeless.

Homeless Facilities and Services

The City of Chandler supports various organizations that assist in delivering services to the homeless. These organizations are funded by leveraging funds made available through the Community Development Block Grant and HOME program. The City of Chandler works with the following programs to serve needs of homeless people within our community. These programs also serve the entire East Valley and receive funding from many or all of the East Valley communities.

<u>Prevention</u>. The Community Action Program is the focal point in Chandler for the provision of homeless prevention services.

<u>Outreach</u>. Outreach, assessment, and referral of homeless person to appropriate agencies is initiated through the Chandler Community Development Division. Staff utilizes key contacts and partners in obtaining the necessary referrals to receive housing. Once information about housing availability is obtained, staff refers the homeless individual to the appropriate agency.

Emergency Shelter. There are about 2,571 emergency shelter beds available to homeless people in Maricopa County, including 1,335 for homeless individuals and 1,286 for homeless families. Services provided in emergency shelter include case management, basic life skills, clothing, meals, child care, parenting skills, legal services, pre-employment counseling, employment assistance, and transportation. The primary providers of emergency shelter are Central Arizona Shelter Services, United Methodist

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Outreach Ministries, Sojourner Center, Church on the Street, The Salvation Army, and Phoenix Rescue Mission. They are augmented by pocket shelters, which are located primarily in church buildings.

<u>Safe Haven</u>. There is currently one Safe Haven which provides low-demand shelter for the Seriously Mentally III or dually diagnosed homeless population. This program operated by NOVA provides 25 beds for individuals.

<u>Transitional Housing</u>. There are approximately 2,692 transitional housing units in Maricopa County, including 404 units for victims of domestic violence. Transitional housing is usually provided for a period of 12 to 24 months. Services available for people in transitional housing include case management, meals, clothing, medical/dental care, advocacy, child care, counseling, basic living and parenting skills, housing search/relocation, job training, employment assistance, financial assistance, financial and household management, and continuing education. The primary providers of Transitional Housing in Maricopa County are Homeward Bound, House of Refuge East, Save the Family, and United Methodist Outreach Ministries.

<u>Permanent Supportive Housing</u>. There are about 2,529 permanent supportive housing units in Maricopa County. Approximately 2.069 of the supportive housing units are targeted to the seriously mentally ill and/or dually diagnosed through the Arizona Behavioral Health Corporation.

10-year Plan to End Homelessness Strategies

During 2008, the MAG Continuum of Care Regional Committee on Homelessness, along with more than 70 stakeholders, met with the purpose of developing a Regional Plan to End Homelessness. The planning process took a fresh look at the issues surrounding homelessness in the region and updated goals and action steps to combat homelessness. Over the course of the year, the group developed thirty action steps and five areas of focus with regional goals:

- 1. High-profile community champions will raise awareness and support for coordinated responses to end homelessness in the region.
- 2. Leverage funding, services and housing to end homelessness in the region by creating innovative new partnerships and strengthening collaborative relationships.
- 3. Coordinate an effective information network to prevent people from becoming homeless.
- 4. Increase the number, availability, and coordination of permanent supportive housing, affordable housing and services to individuals and families who are experiencing homelessness.
- 5. Promote information about resources that provide people who are homeless with the skills and knowledge they need to ameliorate barriers to housing.

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TABLE 17 - HOMELESS FACILITIES FUNDED BY THE CITY OF CHANDLER				
Organization	Type of Assistance	Population Served		
Chrysalis	Emergency shelter	DV Victims (with or without children		
Save the Family	Transitional housing and permanent housing	Homeless families with children		
A New Leaf – East Valley Men's Shelter	Transitional Shelter	Homeless adult men		
A New Leaf – La Mesita Homeless shelter	Emergency shelter (up to 4 months)	Homeless families with children		
Central Arizona Shelter Services	Emergency shelter	Homeless single adult men and women (no children)		
Labor's Community Service Agency	Transitional housing	Homeless families with children		
UMOM New Day Centers	Emergency Shelter, transitional shelter, permanent housing	Homeless individuals and families		
National Advocacy and Training Network	Transitional housing	Adult women with history of substance abuse		
Shoebox Ministry	Supportive services (hygiene kits)	Distributed to all homeless and DV shelters		

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HUD TABLE 1A HOMELESS AND SPECIAL NEEDS POPULATIONS MARICOPA COUNTY HOME CONSORTIUM

Continuum of Care: Housing Gap Analysis Chart

		Current Inventory	Under Development	Unmet Need/ Gap
	Indivi	duals		
	Emergency Shelter	1,471	0	596
Beds	Transitional Housing	993	0	999
	Permanent Supportive Housing	1,699	181	999*
	Total	4,163	181	2,594
	Person	ns in Families w	rith Children	
	Emergency Shelter	1,223	0	731
Beds	Transitional Housing	2,006	200	999
	Permanent Supportive Housing	824	0	999*
	Total	4,053	200	2,729

Continuum of Care: Homeless Population and Subpopulations Chart

Part 1: Homeless Population	Sheltered		Unsheltered	Total
	Emergency	Transitional		
Number of Families with Children (Family Households):	173	282	10	465
Number of Persons in Families with Children	934	1,520	49	2,503
Number of Single Individuals and Persons in Households without children	1,299	1,010	2,377	4,686
(Add Lines Numbered 1 & 2 Total Persons)	2,233	2,530	2,426	7,189
Part 2: Homeless Subpopulations	Shel	tered	Unsheltered	Total
Part 2: Homeless Subpopulations a. Chronically Homeless		tered 63	Unsheltered 824	Total 1,187
	30			
a. Chronically Homeless	3(63		
a. Chronically Homeless b. Seriously Mentally III	30	63 69		
a. Chronically Homeless b. Seriously Mentally III c. Chronic Substance Abuse	3(2) 9: 34	63 69 59		
a. Chronically Homeless b. Seriously Mentally III c. Chronic Substance Abuse d. Veterans	31 21 99 34	63 69 59 40		

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Non-Homeless Special Populations

Special Populations as defined by HUD include:

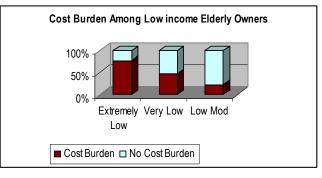
- 1. Elderly and Frail Elderly
- 2. Persons with Severe Mental Illness
- 3. Developmentally Disabled
- 4. Physically Disabled
- 5. Alcohol/Other Drug Addicted
- 6. Persons with HIV/AIDS & their families
- 7. Public Housing Residents

Elderly and Frail Elderly

The American Community Survey (ACS) provides information regarding elderly (age 65 and older) and frail elderly (age 75 and older) households. According to the ACS, there are 16,193 seniors living in 8,980 households in Chandler. The elderly represent 6% of the population and 10% of total households. Eleven hundred seniors live alone. The median income of elderly households is 57% of the City median or \$40,216. An estimated 58% of or 5,255 elderly households are low and moderate income by HUD's definition.

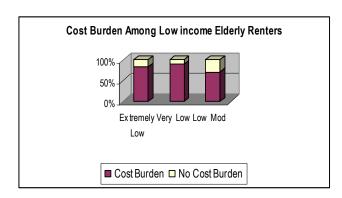
Elderly Owners and Cost Burden

Many seniors own their own home and lower income seniors are no exception; six of ten low income seniors own. Lower income senior owners experience similar rates of cost burden as non-elderly households. Applying the rate of cost burden and severe cost burden for elderly owners in Maricopa County to the Chandler elderly population, there are 627 cost burdened elderly owners. Three quarters (74%) of extremely low income elderly owners are cost



burdened, as are nearly half (47%) of very-low income elderly owners. With limited and fixed incomes, many elderly owners need assistance with home repairs and modifications.

Elderly Renters and Cost Burden



Not all older adults can afford to own their home. In 2008, an estimated 40% (1,879) of elderly households were renters. Cost burden continues to be a problem for low and moderate income elderly renters; seven of ten are cost burdened. With lower incomes among elderly renters than owners, nearly all (82%) of extremely low income elderly renters were cost burdened. Cost burden among very low income households is even higher (89%); supportive housing options are more limited for this income category and income is insufficient to find affordable housing units in the market.

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Frail Elderly

According to agencies that serve the elderly, the fastest growing segment of the aging population is individuals over 85. These are the most vulnerable older adults who tend to need long-term care and whose numbers are expected to double by 2020. Although functional loss and disability are not necessary consequences of the aging process, both tend to increase with age due to underlying chronic disease. Fifty percent of those age 85+ have one or more chronic conditions that require assistance with Activities of Daily Living (ADL) such as bathing, toileting, and grooming.

For the purposes of the Consolidated Plan, the frail elderly are considered age 75 or older. While not all elderly over the age of 75 are indeed frail, age does predict the severity of health conditions and the need for supportive housing. There are 3,435 seniors over the age of 75 in Chandler. Among these seniors, 62% own and 38% rent.

Grandparents Raising Grandchildren

According to the Census Bureau 2006/2008 American Community Survey, 374 grandparents care for grandchildren under age 18, including 104 grandparents over the age of 60. Older persons can experience significant challenges when caring for younger children – insufficient financial resources, legal challenges, physical and health concerns for themselves, and communication barriers.

The Needs of the Elderly Extend Beyond Housing Problems

Community Services of Arizona acts as the City's Community Action Program (CAP). During 2009, the CAP sold 14,264 Dial-a-Ride tickets, indicating the vast need for transportation services among Chandler's elderly population. Meals are another program provided by the CAP, both at the Chandler Senior Center and home-delivered. In 2009, 14,325 meals were served at the Senior Center and 27,164 meals were home delivered. Demand for these important services increased during 2009, with 49 additional seniors seeking transportation services and 619 additional seniors participating in meal programs. Two thirds of seniors served by the CAP are low and moderate income.

The National Council on Aging reports that maintaining healthy habits can significantly delay onset of disability and use of fewer healthcare resources. Older adults who regularly take part in top-rated, low-cost physical activity programs can see noticeable improvement in physical functioning and lower their risk of becoming disabled. Increased lower extremity strength was a particularly important finding because lower extremity weakness is a risk factor for future disability and nursing home admission¹.

Mental health issues also impact the elderly. It is estimated that 25% of persons over age 65 have significant mental or behavioral health problems. This includes memory disorders, depression, sleep disorders and substance (alcohol, prescription drug, tobacco) abuse. There's an increase in isolation and depression when frail elders are not connected to services. Often the home delivered meal driver and the homecare worker are the only individuals the elder sees in a week. The suicide rate among Arizonans age 65 and older was the highest among all age groups in nine of the last eleven years. Behavioral Health services are under-appropriated for the adult/aging community and under-utilized by the aging community due to stigma attached to mental health issues.

Those who care for the elderly are also in need of support. According to agencies that serve the elderly, the typical caregiver is a married woman in her mid-forties to mid-fifties. She works full time and spends an average of 18 hours each week on care giving. Caregivers often experience serious economic losses due to changes in work patterns, including lost wages, loss of health insurance and other job benefits, and lower retirement savings and Social Security benefits. Caregivers' own health may be placed at risk.

-

¹ Reuters Health News 2009

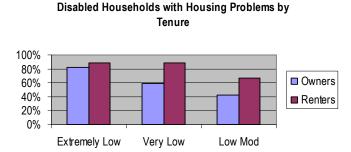
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They are more likely to have chronic health conditions and medical bill problems or medical debt than are non caregivers².

A lack of support for employed caregivers also has profound effects in the workplace resulting in: higher absenteeism and tardiness rates; workday interruptions; increased temporary replacement costs; productivity reductions due to distractions and burnout; and higher healthcare expenses due to depression and stress.

Developmentally and Physically Disabled

The developmentally and physically disabled have layered, complex needs that demand broad strategies and resources to be effectively addressed. The unemployment rate for the disabled is nearly double that for the non-disabled population and many have unrealized potential that results from inadequate economic and social supports. The US Census Bureau defines disability as "A long-lasting physical, mental, or emotional condition. This condition can make it difficult for a person to do activities such as walking, climbing stairs, dressing, bathing, learning, or remembering. This condition can also impede a person from being able to go outside the home alone or to work at a job or business."



There were an estimated 4,367 householders with disabilities in Chandler in 2008, representing 5% of total households. Overlaying HUD CHAS data for Maricopa County on Chandler ACS data, more than half (53% or 2,319 households) are low or moderate income. An estimated 70% of disabled households are homeowners and 30% are renters.

Disabled individuals experience many of the same social, economic and housing challenges as the elderly. In terms of housing, an estimated 56% (729) of disabled owners and 83% (848) of disabled renters experience some housing problem. As is true with all other populations, lower income disabled households experience more housing problems.

Alcohol/Other Drug Addicted

The abuse of and/or addiction to alcohol or other substances interferes with the ability to function on a day-to-day basis. Those addicted to alcohol or other substances have challenges maintaining employment and healthy social and family interactions. Loss of housing is one result of addictions and an estimated 30% of the sheltered homeless in Maricopa County in 2009 were chronic substance abusers. This indicates that substance abusers are over-represented among the homeless and many of the homeless are affected.

Persons with Severe Mental Illness

Without adequate support, people with serious mental illnesses often stop taking the medication needed to remain stable. For those who do not remain stable, homelessness can become a serious issue. Mental health issues often co-occur with substance and alcohol abuse issues. Many with serious mental illness who do enter shelters are later turned away or voluntarily leave when shelter rules cannot be followed. According to the needs assessment conducted for the Maricopa County HOME Consortium, there are 5,500 seriously mentally ill with unmet housing needs countywide. The goal of the Consortium is to annually serve 25 seriously mentally ill, or 125 over the next five years.

² From AARP's In Brief: Valuing the Invaluable: A New Look at the Economic Value of Family Care giving, June, 2007.

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Persons with HIV/AIDS and their families

Recent trends show the 5-year HIV/AIDS emergence case rate has been declining. Arizona is currently considered to be a moderate morbidity state, with CDC-estimated prevalence in the middle rate category among states. But prevalence rates continue to rise in Arizona. Prevalence of reported HIV infection is 212 per 100,000. That is about 13,500 persons, a rise of nearly 40% in 5 years.

The increase in prevalence rates appears to be due to the efficacy of multi-drug treatments for HIV infection, which have sharply reduced HIV-related death. If current prevalence trends continue, within the next 2 to 4 years the number of persons living with AIDS in Arizona will surpass the number of persons with HIV infection who have not been diagnosed with AIDS. Because the burden of HIV-related disease is greater among persons with AIDS, treatment, utilization, and continuity of care will become increasingly critical issues.

Rates of HIV/AIDS prevalence and emergence differ sharply between African Americans and other race/ethnicity groups. African Americans are the only race/ethnicity group in Arizona that experiences such a severe disparity of HIV/AIDS impact. Currently the emergent HIV/AIDS rate among African Americans in Arizona is more than 4 times that of White Non-Hispanics. The disparity observed in Arizona among African Americans is also seen elsewhere in the country.

According to the needs assessment conducted for the Maricopa County HOME Consortium, there are 500 people countywide with HIV/AIDS who have an unmet housing need. The goal of the Consortium is to annually serve 15 people with HIV/AIDS, or 75 over the next five years.

Poverty-Level Households and Other Vulnerable Populations

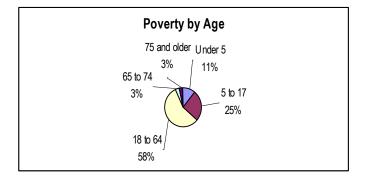
Chandler is also home to poverty-level individuals and families. A full spectrum of services must be available to stabilize households and help them maintain a path to self sufficiency. Isolation of those in crisis and among vulnerable populations, primarily due to unemployment, contributes significantly to depression. In turn that depression leads to the inability to secure and sustain employment or take advantage of job training opportunities and other services. Basic literacy and education regarding how to navigate complex economic and social programs are essential. Policies that promote a sustainable family income, yet recognize the earning-potential limitations of special populations, must be developed.

Poverty-level Households

Poverty is a cycle of crisis and intervention, and those living in poverty need additional resources to become stable and productive members of the community. Families and individuals living in poverty are particularly vulnerable to a host of housing, social and economic problems. In 2009, the poverty level for a family of four was \$22,050. Poverty-level households experience crisis on an on-going basis and significant community resources are targeted to crisis intervention. The US Census calculates poverty using income from earnings and other sources for adult household members, but not public assistance

such as housing subsidy or food stamps. For this reason and others it is important to note that while poverty may measure what a family needs, it is used primarily as a statistical yardstick.

According to the 2008 ACS, 7% of Chandler's population lives in poverty. Of those in poverty, 36% are children, 6% are seniors and the remaining 57% are working-age adults. Many working age adults in poverty are those with young children and those with disabilities whose earning potential is limited.



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Victims of Domestic Violence

The relationship of economic stress and domestic violence is well documented. According to recent studies funded by the US Department of Justice (DOJ), domestic violence increases under economic stress. DOJ reports indicate that:

- There is a strong relationship between couples worried about finances and the likelihood of intimate partner violence. The violence for couples experiencing low levels of subjective financial strain was 2.7% compared to 9.5% for couples experiencing high levels of subjective financial strain. Repeat victimization of women is also more frequent in couples feeling financial strain.
- Unstable employment increases the risk of intimate partner violence. For couples where the male was always employed, the rate of intimate partner violence was 4.7%. When men experienced one period of unemployment the rate rose to 7.5% and when men experienced two or more periods of unemployment the rate of intimate partner violence rose to 12.3%.
- Violence against women in intimate relationships occurred more often, was more severe and was
 more likely to be repeated in economically disadvantaged neighborhoods. The rate of intimate
 partner violence in economically disadvantaged neighborhoods is 8.7% compared with 4.3% in
 more economically advantaged neighborhoods.

In 2009, 671 Order of Protection petitions and 424 Injunction Against Harassment petitions were reported in Chandler. In January 2006, the Chandler Police and Fire Departments implemented changes to their crisis response programs to provide crime victims with a continuum of support from the crisis period through the investigative and judicial processes. The Victim Services Program uses volunteers to provide services to crime victims. Volunteers are specially trained individuals from the community who volunteer their time to assist those in need. Volunteers work in cooperation with Victim Services staff, police officers and fire department personnel to support victims of crime. The Chandler Police Department Victim Services Unit reports a 40% increase in the number of victims of domestic violence they work with annually. In 2009, this unit worked with 333 victims of domestic violence, compared with 296 in 2008 and 238 in 2007.

NON-HOUSING COMMUNITY DEVELOPMENT NEEDS

This non-housing community development needs assessment is focused in two broad categories:

- 1. Human Services also referred to public services in the Community Development Block Grant program, activities focus on providing for the needs of people, including individuals and families, as well as on economic development.
- 2. Built Environment activities targeted towards public facilities and infrastructure.

Human Services Needs

In December 2007, the City completed a human services needs assessment. The needs assessment sought input from a targeted sample of the City of Chandler human services community consisting of human services stakeholders and providers, human services recipients, human services advocates and concerned citizens. The needs assessment provided the framework for the community to come together to examine the human service needs within the City of Chandler and to consider ways to better serve Chandler residents in need. They worked together throughout the process to define the strengths, needs and challenges of the community. They shared ideas about what they would like to see developed to better the lives of people in need. They brainstormed, evaluated existing services, looked beyond the boundaries of their own specific areas of concern, and cast a vision.

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The needs assessment identified six distinct population groups, ranked in order from the group with the greatest need for additional services to the group with the least need:

- 1. Families in crisis
- 2. Homeless
- 3. Elderly
- 4. Low/moderate income individuals and families
- 5. Citizens with special needs
- 6. Youth

The needs assessment identified gaps in services, and these gaps are reflected in the demographic and housing analysis of this Consolidated Plan. The most serious gap in identified services was assistance for the homeless, while moderate gaps (in rank order) for all needy populations included:

- 1. 24-hour Child Care
- 2. Re-entry Services for the Previously Incarcerated
- 3. Health Care Services for the Uninsured
- 4. Public Transportation
- 5. Assistance to Citizens with Special Needs (Mental/emotional disorders)
- 6. Assistance to Families in Crisis (Elder abuse)
- 7. Affordable Child Care
- 8. Assistance to Citizens with Special Needs (Developmental disabilities)
- 9. Affordable Elder Care (Long-term, day and respite)
- 10. Employment Services (Un- and under-employed)

The human services needs assessment is aligned with the more recent survey conducted for this Consolidated Plan. Crisis intervention is one element of effective human services programs; when the initial crisis can be mitigated, then resources that prevent the possibility of future crisis can be used more effectively. Some of the community goals identified to mitigate crisis include:

- General resources and basic needs. General resources for families who are earning too much to qualify for assistance but not earning enough to support themselves;
- Basic needs not provided by available services, e.g., flour, sugar, oil, fresh fruits and vegetables, baby formula, diapers, toilet paper and hygiene items;
- Affordable child care and infant care, including 24-hour child care options;
- Affordable health, dental and mental health care, including options for affordable medical treatment for uninsured or underinsured, the identification of affordable health insurance options for those who earn too much to qualify for public health care assistance, and resources and referrals for substance abuse treatment and recovery programs;
- Transportation, including improved access, a reliable transportation system to meet employment needs, weekend and evening transportation, and resources for vehicle repair and gas vouchers for transportation to services and employment;
- Job leads/job training/educational advancement for the working poor, links to employers who pay a living wage, connection to educational institutions and financial aid, and encouraging employers to create on-the-job training opportunities;
- Resources targeted toward Spanish speakers, including educational services (GED and ESL classes), redevelopment assistance to low-income and Spanish speaking neighborhoods, funding

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options for diverse agencies to serve Spanish speakers, and a resource fair that highlights bilingual resources. Services for the undocumented are also needed:

- Programs to assist lower income neighborhoods, including training advocates to work with underserved neighborhoods to request/apply for assistance and encouraging people to maintain their properties;
- Workshops on budgeting;
- Improved relationships with the police department;
- Support for "non-traditional" families, including single parents and Grandparents raising Grandchildren.

The participants in the special needs focus group that participated in the human services needs assessment were the most vocal in their delineation of needed services. Many of the missing services are layered with complex federal and state programs over which the City has limited control. However, many are appropriate for City consideration, including:

- Services located in Chandler that are affordable and offer multiple options;
- Accessible mental health treatment options (one of the highest priorities of need for the Chandler special needs community, including dual diagnosis treatment for individuals with special needs and mental illness);
- Programs in Chandler for the physically disabled;
- Transportation, including specialized transportation to access services;
- Opportunities for independent living;
- Employment opportunities, including partnerships with employers who will accommodate and hire those with special needs and 1:1 job coaches;
- Life skills coaching (e.g., cooking, cleaning, social skills, work programs, finances, transportation);
- Quick response to crisis, including assistance when a special needs individual has a "melt down" posing a danger to self or others, and special training to Chandler police to respond to crisis situations;
- Increased services for individuals with developmental disabilities who are over age 18, and social learning activities for children;
- Specialized recreational equipment for loan through the Parks and Recreation Department (tennis, badminton, shuffle board, board games);
- Support services for caregivers, including respite givers of special needs individuals;
- Comprehensive information and resources.

Many respondents to the City's Consolidated Plan survey identified youth as a population in need of services, citing the fact that youth with nothing to do and nowhere safe to do it often end up in trouble. The Human Services needs assessment identified the following needs among Chandler youth:

- Targeted services for low income and special needs youth, including the homeless and youth with undocumented parents;
- Activities for which the fees are waived or youth have an opportunity to work for services, including low-cost Friday and Saturday night alternatives for recreational activities in which youth are allowed to take ownership, and offering arts and recreational programs during evening and weekend times to encourage positive activities;

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- Opportunities for Spanish speaking youth including sports, vocational training, social opportunities, programs to encourage staying in school, after school programs and resources to attend college;
- Support for parental involvement, including parenting programs;
- Transportation options for youth to engage in programming and healthy recreational activities, including transportation for evening and weekend activities;
- Workshops with community partners on a variety of topics, including managing school and
 college expenses, working through divorce, managing relationships with parents, managing a job
 while going to school, managing pressure of grades (including high parental expectations and
 competitive atmospheres), healthy body image, reporting abuse (including abuse from parents,
 people within the household and within the foster care system), importance of staying in school,
 HIV/AIDS and STD's, Teen Pregnancy/Abstinence, and Drugs and Alcohol.

Through the needs assessment process, the human services community had an opportunity to examine not only the services being offered—and to whom—but also how those services are being delivered. Major topics of discussion and identified gaps in services led participants to consider opportunities for improved community outreach and human services communication. The needs assessment also provided an overview of the collective ideas of the human services community for enhancing the delivery system, including:

- Agency collaboration and communication. A human services database listing each individual
 receiving services, documented needs, services provided and pertinent diagnoses is needed.
 Moving beyond competition and politics is essential to a mutually-supportive nonprofit
 environment. Establishing systemic opportunities for networking to link agencies that serve
 Chandler residents and collectively plan to share and acquire resources, accurate referral tools,
 and co-location of agencies and programs were all ideas set forth to improve collaboration and
 communication.
- Community collaboration. Chandler has the potential to organize a large and dedicated volunteer
 corps. Bringing the larger community together with human service providers to reach political
 leaders, business leaders and the faith based community can provide venues for volunteers to
 gain greater understanding of the community and identify opportunities to participate.
- Information. Distribution of information on available resources to potential program participants and to the agencies that serve them is essential. A Community Resource Directory and media outreach on public radio and television are two opportunities to highlight Chandler nonprofits and reach out to potential volunteers and those needing services.
 - Informational exchange opportunities where City departments provide: 1) Updates regarding new and/or current programs, 2) Openings in programs for client referrals, highlighted updates about resources still to be utilized by Chandler residents, and/or those that are no longer available for the current fiscal year, 3) Opportunities for collaboration with other organizations, and 4) Unique approaches, strategies or resources that can benefit other nonprofit organizations would also be beneficial.

Nonprofit Organizations Experience Increasing Demand and Decreasing Revenues

There is general agreement in the nonprofit and human services sectors that the demand for service has increased. While needs are increasing, funding for government and nonprofit organizations is decreasing. According to a December 2009 conducted by the Arizona Alliance of Nonprofits, revenues were down 22% in 2009 while 80% of nonprofits saw increased demand for services.

Six out of ten nonprofits reported a loss of revenues in 2009. Of all sources of funding for nonprofits, government funding dropped the most, down by 25%. This is expected to continue in 2010, as state and

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local governments slash programs and services that are provided through contracts with nonprofits. Other key findings of the report included:

- 64% of organizations reduced their 2010 budgets to respond to cuts;
- One half of nonprofits had to tap reserves in 2009 to maintain operations;
- Only 13% of nonprofits took on debt in 2009;
- 25% of nonprofits experienced late payments on contracts, such as contracts with government agencies;
- 22% of organizations are exploring or considering mergers or joint ventures with other nonprofits.

Economic Development

After an extended period of rapid growth that transformed Chandler from a small town into a vibrant City, the focus is shifting from growth to long-term stability. To achieve this stability, the Chandler General Plan is encouraging a variety of businesses that will enhance the existing local economy.

The primary goals of economic development are to ensure that a variety of well-paying employment opportunities are available and that revenue generation is consistent. This requires a mix of small, medium and large businesses in multiple sectors. One objective is to foster corporate headquarters and other large office employers; these employers generally provide both entry-level and professional and technical employment opportunities. Of particular interest are knowledge-intensive industries that will employ Chandler's well-educated residents - high-technology, bio-medical, software, renewable energy research and development, and advanced business services.

Ensuring that appropriately-zoned land is available is an essential element of this strategy and promoting areas where research and industry can intersect and benefit from being in close proximity to each other is one such tool. The City is determining priorities among the desired types and scale of businesses for new economic development to make land use decisions and is continuing to support "Creative District" enterprises and small, local business variety in the downtown.

Mixing uses and encouraging transportation connectivity are methods that are receiving strong support. One of the City Council's priorities for the next few years is to address large retail space vacancies. Economic Development staff has drafted a plan that outlines objectives and implementation strategies focusing on the recruitment of major retailers and the promotion of a new Infill Incentive Plan approved by City Council earlier this year.

The Infill Incentive Plan is directed at property owners who undertake the complete redevelopment of an existing commercial center in order to introduce a new mix of uses, such as residential and/or office components. Particularly, it focuses on assisting developers with the demolition of existing commercial space in the 18 square miles of the redevelopment area. Retail centers at these locations have experienced a significant decline in activity, which is primarily attributed to shifting traffic patterns as a result of the opening of the Santan Freeway.

The new incentive program correctly recognizes that some of the City's existing commercial sites may no longer represent the highest and best use of the property, and that redevelopment of these sites may have significant positive impacts on the community.

While the City works to expand opportunities for businesses, Maricopa Workforce Connections regularly analyzes labor market information to ensure that education and training opportunities meet the changing needs of business. The Maricopa Workforce Connections Board approves target industries based on economic data. The MWC Board has established that at least 80% of Adult and Dislocated Worker training funds must be expended on training in industry clusters which the Board has targeted as high growth and critical to the local economy. The targeted industry clusters are:

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- Information Technology
- Biosciences
- Healthcare
- Construction
- Advanced Manufacturing
- Automotive

Workforce Development Needs

The Maricopa Workforce Connections (MWC) workforce investment board is a policy and oversight board that partners with the Maricopa County Board of Supervisors to deliver employment and training services in Maricopa County outside the City of Phoenix. MWC's mission is to promote and facilitate strategic alliances among public and private stakeholders within Maricopa County to ensure workforce excellence and contribute to the economic vitality for area employers, incumbent workers and future workers. Their vision is that all Maricopa County Residents and businesses will have opportunities to achieve maximum employment return on their skills, education and potential.

The programs overseen by the MWC are designed for the purpose of developing a competitive workforce and reducing the number of public assistance recipients in Maricopa County, including Chandler residents. Many services are available to all individuals with no eligibility criteria, yet the MWC focuses many of their efforts on the most vulnerable populations:

- Low-income Households
- Disabled
- Homeless
- Mature Workers
- Youth
- Veterans

<u>Low-income Households</u>. According to the MWC, nearly 30% of Maricopa County's population can be classified as poor, working poor or marginally self sufficient. The self-sufficiency standard for Arizona for a single mother with an infant and a pre-school aged child exceeds \$42,000, yet many retail and other service jobs pay less than \$25,000. Low income families often cite transportation as the most significant barrier in finding and maintaining employment.

<u>Disabled</u>. Median income for persons who are disabled is less than half of those without disabilities. Sixty percent of persons reporting themselves as disabled categorize their disability as severe. Only 29% of adults with disabilities work full or part time. Sixty percent of those not working would lose their health care benefits if they became employed, making employment an unrealistic option. People with disabilities between the ages of 21-64 are half as likely to have a college degree. In Arizona in 2000, people with disabilities in vocational rehabilitation services earned on average 56% of what people without disabilities earned (International Center for Disability Information 2005).



<u>Homeless</u>. Lack of financial resources, eviction and loss of employment are the three most frequently cited reasons for entering homeless shelters in Maricopa County. Thirty percent of the sheltered homeless in Maricopa County receive some sort of income (retirement, social security, wages, etc.), but only 13% are employed.

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<u>Mature Workers</u>. People who lose their jobs at older ages often face special challenges in the labor market. Those able to find other employment generally end up in different industries and occupations earning much lower wages than on their former jobs. For example, about one-quarter of older men laid-off from long-term jobs earned hourly wages that were less than half as high as on their previous jobs. About 40% lost pension coverage and 25% lost health benefits.

Youth. The absolute number of students failing to graduate from high school in Arizona will climb from 16,000 in 2003 to over 21,000 by 2010 according to the Center for the Future of Arizona. Students who drop out of high school face significant economic disadvantages compared to their peers who graduate. Arizona dropouts were nearly three times more likely than graduates to be unemployed (United States Census, 2003). When employed, the average high school dropout earned only 50% of the average graduate's wage. The financial disadvantages of dropping out of school are experienced not only by the individual who drops out, but also by their families and the larger society as well. Nationwide, during the average month in 1999, dropouts age 18 and over were more than twice as likely as high school graduates to participate in a major means-tested public assistance program.

<u>Veterans</u>. Today's employment market is seeing the growing emergence of a new type of job seeker: recently separated military personnel (active duty, guard, and reservists). Veterans face a broad array of challenges including readjusting to civilian life, deciphering newly acquired veteran benefits, assessing their readiness to join the civilian workforce, and either returning to an already established career or striking out on a new career path related to their military experience (Felder, 2007). Of the approximately 600,000 veterans living in Arizona, over 50% reside in Maricopa County. Ten percent of homeless persons sheltered in Maricopa County are military veterans. Homeless veterans tend to be older and more educated than homeless non-veterans. But similar to the general population of homeless adult males, about 45% of homeless veterans suffer from mental illness, often co-occurring with alcohol or drug abuse problems.

One-Stop Centers Provide for Increased Economic Opportunity.

Maricopa County has two comprehensive One-Stop Centers – one, in the Town of Gilbert - is easily accessible to Chandler residents. Each comprehensive One-Stop Center features a large public computer access area, workshop rooms and classrooms, generous space for business services and recruiting/employment events, skills assessments, youth and adult education space, and office space for One-Stop partners.

Generally all job seekers coming into the MWC Career Centers, regardless of what services or programs they are seeking, are required to complete a registration. To ensure consistency of services, a menu of services is offered to promote seamless service integration. Once registered, job seekers begin to utilize center resources immediately or attend a group or one-on-one orientation. They may select from a list of services, watch a continuously playing PowerPoint presentation on services, obtain brochures and other informational materials in the Resource Library, or meet one-on-one with staff.



MWC has partnered with DES Vocational Rehabilitation Services to create computer labs in both comprehensive career centers equipped with state of the art assistive technology to allow ease of access to computer-based services for individuals with disabilities. Bilingual staff is available to serve individuals with language barriers. Workshops and group guidance sessions are conducted in Spanish as needed.

An individual determined eligible for and in need of training must complete a series of activities that help inform his/her decision concerning the selection of a training provider and training program. Among these steps is completion of a series of assessments that help an individual determine the characteristics of a work environment most conducive to his/her personality. Along with assessments, each individual is

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obliged to complete a series of job readiness workshops, research labor market information to validate local industry occupational demand, and research at least three training programs offering training that aligns with the individual's choice of occupation. If approval for training is granted, the job seeker receives an Individual Training Account voucher. Training is generally limited to short-term vocational skills. WIA funds are generally not used for long-term degree programs (two years or longer) except in certain situations.

In addition to training, support services are provided to enable customers to successfully participate in employment and training activities. Support services may include transportation services, gas cards, child care, one-time housing assistance, certifications/licensing/testing, tools, uniforms, clothing, eye care, utilities, relocation assistance, and needs-related payments. Referrals may also be made to community based organizations that provide the identified support service.

Fair Housing

The City of Chandler has adopted a Fair Housing resolution that conforms to the legislative amendments made to the Civil Rights Act of 1964. The resolution is periodically amended to keep pace with changes in federal law. The resolution outlines the City's fair housing policy, which prohibits discrimination on the basis of race, color, religion, sex, national origin, disability, or familial status in the sale or rental of housing and in other residential real estate related transactions.

In March 2008, Chandler completed and submitted to HUD an updated Analysis of Impediments to Fair Housing (AI) detailing conditions affecting housing opportunities and defining strategies to create greater housing choice. The City's AI identifies the following impediments:

- 1. Many low to moderate income households experience more discrimination than those with higher incomes. Lower income households are less likely to file a complaint.
- 2. Landlords and other housing providers are unaware of the daily practices and policies that may violate fair housing laws, particularly in relation to familial status discrimination.
- 3. A large percentage of low and moderate income residents speak Spanish as their primary language and may feel that services are unavailable or inaccessible due to language barriers.

The City has identified a host of activities and strategies to address Fair Housing concerns in Chandler:

- Distribute at least 2,000 copies each year of the various pamphlets and other literature with the intent of informing and acquainting residents about fair housing rights, and how to detect and report unlawful housing discrimination. Literature includes the address and telephone number of the Fair Housing Hotline.
- For all program recipients, provide a copy of the "Fair Housing and Equal Opportunity for All" pamphlet, and a complaint form that may be used to file a complaint with the City.
- Distribute at least 200 copies each year of the "Ten Most Common Fair Housing Mistakes" to housing providers and real estate companies.
- Distribute the resolution adopted by Council in April of each year to at least 300 real estate companies, housing providers, nonprofit organizations and other community organizations.
- During national fair housing month in April, coordinate a fair housing seminar inviting landlords and tenants to learn about fair housing.
- Through a partnership with Community Legal Services, provide educational meetings and events for Chandler landlords, tenants and potential tenants.
- Create and update the City's fair housing website to include a link to the Arizona Fair Housing Partnership.
- Continue to regularly publish the phone number of the Fair Housing Hotline in water bills.
- Provide all information in both English and Spanish.

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Barriers to Addressing Poverty and Non-housing Community Development Needs

Within each community development sector – housing, human services, economic development and community development - barriers to addressing needs are well documented. Perhaps the greatest barrier during the next five years is funding, particularly that flowing from State government. Public and private agencies rely heavily on State funding and programs to address a broad spectrum of needs. Reduced funding of State programs resulting from the economic downturn and a State budget crisis has a significant negative impact on individuals and families and the ability of the City to leverage resources. The State legislature continues to deal with a projected \$3 billion deficit and revisions to budgets and programs continue to be made on an on-going basis. The actual State budget and its impacts on communities and families are not yet clearly defined. However, the most recent budget discussions indicate the following:

Reductions in the State Housing Trust Fund:

- Loss of matching and leverage funds for nonprofit and local government affordable housing programs and projects;
- 238 SMI individuals annually will not receive rental subsidy assistance;
- 7 housing units a year will not be purchased for permanent housing for the SMI population;
- 2,000 or more households will suffer eviction or foreclosure annually. Those with no other
 alternatives, such as family or friends to take them in are expected to become homeless, creating
 additional burdens on other public systems.

Reductions in <u>Social Services</u> Programs:

- Families with disabled members will pay health care deductibles and pay a greater proportion of SSI for state-funded residential care:
- 20% reductions in child-care and foster care subsidies and the implementation of a waiting list for child care subsidies for households with more than one child will lead to job loss for families reliant on child care subsidies;
- Over 1,000 households where grandparents are caring for grandchildren will lose assistance;
- Eye exams, eyeglasses and eye care for over 9,000 low-income people will not be funded;
- 10,000 families and 17,000 children will have TANF benefits reduced from 60 months to 36 months:
- 1.600 victims of domestic violence will lose access to shelter services:
- Independent living assistance for approximately 700 seniors will be reduced or eliminated;
- 127 developmentally disabled adults will lose residential services, essentially rendering these individuals homeless.

Reductions in <u>Health Care</u> programs:

- 47,000 children in households with incomes between 100% and 200% of the federal poverty level will lose health insurance;
- Hospitals that serve low-income populations will receive reduced subsidies.

Reductions in Economic Development programs:

- Curtailing the ability of the State to work with the Department of Defense on military installations;
- Delaying or eliminating technical assistance to program sponsors, including individual businesses and employer organizations developing apprenticeship programs;
- Eliminating incentives and assistance to retain, expand, or locate international businesses in the state.

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- Reducing economic development initiatives;
- Eliminating financial assistance for the retention, expansion or location of qualified business projects.

The current recession has deepened globally, nationally, and regionally. Economic difficulties are being felt around the world, the nation, and on the local level. Arizona is among the states hardest hit by the recession. Many cities have already been hit hard by budget shortfalls, and while Chandler has a history of sound fiscal management, it is not immune to the current crisis. The City took steps in the past year to address a \$7.7 million deficit and is working towards a budget that includes a \$16 million budget deficit during the coming fiscal year. The City's general fund is becoming increasingly limited.

At present, the Neighborhood Resources Division relies on both general fund and external resources to fulfill its mission. General funds support program administration and human services as well as neighborhood, leadership and diversity programs, including code enforcement, neighborhood grants, graffiti abatement, and community events.

The City has relied on ARRA funding to fill budget deficits and to continue needed services and programs. In addition, staff reductions, reduced administrative funding and the elimination of programs and services that are not considered essential have filled part of the gap. Identifying and applying for additional resources is necessary to continue essential services and attain Consolidated Plan goals.

Needs of Neighborhoods and the Built Environment

In addition to human services and economic development, there exist many needs to support the built environment. The City's priority non-housing community development needs, proposed accomplishments, time period, and annual program year numeric goals are specified in the Community Development Needs Table. Priorities were selected based on:

- 1. Capital Improvements Program;
- 2. Historical Expenditure of Funds;
- 3. Community and Agency Survey;
- Housing and related (economic development, human services, economic development) needs of low- and moderate-income persons identified through the housing market analysis and stakeholder meetings.

The Capital Improvement Plan (CIP) is one of the City's primary implementation tools of the General Plan. Priorities in the CIP determine what capital improvements get built and when. Logically, the timing of infrastructure projects has a significant impact on the location, timing and intensity of development. The

City of Chandler's adopted 2009-2013 CIP emphasizes that programs slated for construction are funded on an annual basis and that the combination of an economic recession and the escalating cost of services has created some significant fiscal challenges. Because of this, some capital projects are being deferred. With growing demands for project expenditures and a limited amount of resources available, it has become increasingly difficult to predict the availability of future funding for capital projects. It is important, therefore, to emphasize that the CIP is a flexible plan that can be altered as conditions and regulations change.



The City Charter requires a forecasted five-year capital program be submitted to the Council. This Capital Improvement Program (CIP) must include a list of all capital improvements proposed to be undertaken, with cost estimates, methods of financing, recommended time schedules for each improvement and estimated income or cost of operating and maintaining the facilities to be constructed. Capital improvements include major programs with high monetary value (generally more than \$50,000), which

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add to the capital assets or infrastructure of the City. These programs are long-term in nature (over one year) and are usually financed on a long-term basis. Included within these guidelines are the following items: land acquisition for new facilities or parks; street construction and resurfacing, park development or improvements, swimming pools, construction or renovation of City facilities such as libraries, water or wastewater treatment plants, police substations and fire stations.

Historically, the City has not utilized Community Development Block Grant funding for capital improvements projects. Instead, it has utilized a combination of General Funds, Bonds, Impact Fees, and Highway User Fee and other State-shared Revenues. In future years, Chandler may utilize CDBG for capital improvements projects in Community Development Target areas and other areas that may be determined eligible for CDBG-funded capital improvements projects.

In preparation for residential build-out, Chandler is ready to address the complex issues of community redevelopment and revitalization. Organization and progressive leadership will continue to be hallmarks of the City's redevelopment planning efforts. Anchored by a strong economic and employment base, and enhanced by citizen-based, grassroots neighborhood efforts, Chandler is well-positioned to address the challenges of renewing deteriorating areas of the City.

Chandler takes pride in being a well-maintained City. This underscores the importance of taking action steps to improve deteriorated or declining properties or areas. The City has a vested interest in remediating deteriorated building and property conditions. When unabated, these conditions tend to spread to adjoining properties and neighborhoods. Deteriorated and blighted conditions are a threat to public safety and are an attraction for crime and other undesirable activities. As build-out proceeds, increased housing demands will fuel the construction of new housing units to replace substandard dwellings, especially in the older, central area.



Attention must be given to the infrastructure systems that serve areas showing signs of deterioration. Strategic improvements to supporting facilities will enhance redevelopment projects and overall efforts. Completing infrastructure systems is important in maximizing efficiency and returns on public investments. System enhancements need to coincide with areas targeted for development intensification such as transit corridors and the downtown area. Employment expansion, investment in redevelopment areas and commercial development can be guided by infrastructure availability.

Water and Wastewater. Chandler's municipal water system currently serves more than 75,000 commercial, residential and institutional customers. Chandler gets it water resources from: 1) the Salt and Verde Rivers (delivered by Salt River Project and Roosevelt Water Conservation District); 2) the Colorado River (delivered through the Central Arizona Project); 3) wells pumping groundwater; and 4) reclaimed (recycled) water. Water and wastewater facilities have expanded to keep pace with the increased demand during the City's rapid growth period. Forward planning has sized system capacities in many parts of the community to accommodate build-out demands. Still, with revitalization and redevelopment plans for Chandler's older neighborhoods, infrastructure improvements and upgrades will be needed.

Public Services and Facilities. Chandler's public services and facilities are a point of pride for the community. General Plan goals for public services include:

- 1. Ensure public services meet community needs associated with growth;
- 2. Provide excellent crime prevention and law enforcement services to the community;
- 3. Sustain rapid and capable emergency response services for fire, medical and other public health and safety needs; and
- 4. Plan for long-term, safe and efficient wastewater, stormwater, and solid waste services.

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Objectives that support these goals are to:

- Adjust public services to meet changing growth patterns and demographics.
- Expand cultural enrichment opportunities in downtown.
- Require energy and operational efficiencies at public facilities.
- Match the distribution of police services to community needs.
- Support leading-edge training and technologies for crime prevention.
- Continue to improve police presence and outreach with community-oriented programs.
- Establish strategically located fire stations.
- Provide fire prevention education and safety training to the community.
- Offer community education on healthcare and available health services.
- Match wastewater system capacity to community needs.
- Ensure wastewater reclamation facilities can meet requirements for reuse and recharge of reclaimed water.
- Maximize protection of people, homes and businesses from stormwater runoff and participate in regional flood control planning and improvement projects.

Chandler operates many public buildings that serve citizen needs including City Hall, the Community Center, libraries, Chandler Center for the Arts, senior center, police and fire stations, street and other maintenance facilities. Expansions to City Hall and the Fire Department are underway and will result in two green buildings in downtown Chandler. The Fire Department now includes a total of ten stations serving Chandler. The Department also has a Fire Training Facility and a Fire Support Services building.

Police facilities now include the Main Station downtown and two substations. The Police Department has a Property and Evidence Facility on Pecos Road and two undeveloped properties planned for a crime laboratory/training facility and a driver training facility.

Chandler Public Library has served community needs for more than fifty years. The downtown Library is now supported by three branches: Hamilton, Sunset, and Bashas. The Hamilton Branch and the recently completed Bashas Branch are shared facilities located at High Schools in south Chandler. The Sunset Branch provides additional service for west Chandler.

The City has four goals for public buildings:

- 1. Provide public buildings that adequately serve community needs;
- Ensure public buildings are accessible, safe and environmentally responsible;
- 3. Support the evolving role of schools; and
- 4. Provide a progressive, diverse library system.

In support of these goals, the City's General Plan has established multiple objectives:

- Create a wide distribution of public buildings to maximize service to residents and visitors.
- Assure consistency between public building use and the needs of the surrounding neighborhoods and service areas.
- Include public architecture, site design and public art that are complementary to and consistent with neighborhood character.
- Assess general public and employee safety conditions at all City buildings.

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- Implement public building preparedness in accordance with appropriate emergency response plans and information.
- Provide full ADA accessibility to City facilities.
- Design new public buildings to meet USGBC Green Building standards, attaining LEED Certification when feasible.
- Assess and implement energy efficient retrofits for existing buildings.
- Cooperate with school districts in adapting existing buildings for alternative administrative and community-serving uses.
- Maximize opportunities for shared-use facilities that serve citizens.
- Communicate with school districts regarding development proposals that impact school services and facilities.
- Evenly distribute library facilities within the City.
- Utilize libraries as a focal point for community activities.
- Improve access to computing technologies and digital information for all Chandler residents and visitors.
- Provide literacy, informational and lifelong learning programs at all library facilities.

Recreation and Youth Opportunities

Although satellite recreation centers have helped meet indoor recreation demands, population increases and program growth have escalated the demand for additional centers. Reductions in school funding have caused schools to look for alternative financial resources such as the development of sports camps and community school programs. These changes as well as growth in the volume of recreation programs and uses have limited the availability of school gymnasium space for public recreation use.

The need for approximately 25 acres of parkland to be acquired for Neighborhood Park use has been identified, providing for the acquisition of two ten-acre neighborhood parks and the acquisition of a five-acre addition to an existing park site. New emphasis on renovating older facilities, retrofitting for a changing demographic, and commitment to extensive operation and maintenance costs is required. Park renovation may coincide with other redevelopment efforts in the City. Coordination and cooperation with public- and privately-funded projects is an important opportunity to maximize resources and property target facility design. CDBG may be strategically used for parks and park improvements.



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LEAD-BASED PAINT NEEDS ASSESSMENT AND STRATEGY

Lead Poisoning - A Serious Pediatric Health Problem

Childhood lead poisoning is a serious pediatric health problem. Children ages six years and younger are particularly susceptible to lead poisoning. Research indicates that even a low level of lead in a child's blood can have harmful effects on physical and developmental health. The most common source of exposure is deteriorating lead-based paint and lead-contaminated dust found in the home, but other sources include pottery, jewelry, candy and makeup. The use of lead-based paint became illegal in 1978, so housing built before 1978 may contain some lead-based paint since the use of lead-based paint became illegal that year. Since the amount of lead pigment in the paint tends to increase with a home's age, older housing is more likely to have lead-based paint hazards.

Regulations and Guidelines

In 1991, the Centers for Disease Control issued guidelines for identifying children with lead poisoning. It recommended that jurisdictions screen all young children for lead in their blood. Health care providers are required to report blood lead levels to the Arizona Department of Health Services.

In January 2003 the State of Arizona released its Targeted Lead Poisoning Screening Plan. In this Plan the state recognized the nationwide goal of eliminating childhood lead poisoning by the year 2010. The plan further recognized the need for statewide support from local public health agencies, healthcare providers, managed-care organizations, Medicaid, private insurance organizations, and the community to attain this goal.

Local Conditions

According to the 2000 Census, there are 11,001 housing units in Chandler built before 1980. Renters are one and one half times more likely than owners to occupy a housing unit built before 1980. Thirty percent of units built after 1980 are renter occupied; with 40% for housing built between 1960 and 1980 and 43% for housing built before 1960. More than four thousand renters (4,066) occupy pre-1980 housing as do 6,019 owners. Renters are at proportionately greater risk of exposure to lead paint hazards.

There are four Census Tracts considered by the Arizona Department of Health Services (ADHS) as high risk for potential Lead Paint poisoning due to the prevalence of housing built prior to 1980. These Census Tracts are also tracts that have higher concentrations of low-income and minority households. ADHS reports eight confirmed cases of elevated lead blood levels among children from 2004 through 2009, including four in children under the age of six.

TABLE 18 - CEN	SUS TRACTS WITH	HIGH RISK FOR LI	EAD POISONING			
5229.02	5230.02	5231.02	5231.04			
Source: Arizona Depar	Source: Arizona Department of Health Services					

Five-year Lead Paint Poisoning Strategy

The Arizona Department of Health Services maintains the lead exposure registry for Arizona. The program develops lead poisoning prevention programs, investigates cases with elevated blood lead levels, and conducts educational outreach activities. The Arizona Department of Health Services Childhood Lead Poisoning Prevention Program relies on blood lead data to determine high-risk areas, implement prevention strategies and provide interventions for lead poisoned children.

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The City has taken action to educate and inform the public regarding lead hazards. In addition, the City follows a multi-pronged approach to reduce lead hazards:

- 1. <u>Rehabilitation Projects</u>. The City follows strict HUD guidelines for testing and abatement of lead-based paint and other hazardous substances, and requires compliance from its contractors and subcontractors. Any structure built before 1978 that is proposed for rehabilitation under federal programs, is tested for lead-based paint. Notices and requirements regarding testing and removal of lead-based paint are provided to program participants, contractors and project sponsors. The Consortium has licensed contractors who are available to perform appropriate abatement and/or removal procedures if lead-based paint is present.
- 2. Section 8 Housing Choice Vouchers. The PHA inspects prospective dwellings constructed prior to 1978 that will have a child under the age of six residing therein, for compliance with EPA and HUD Lead Based Paint rules and regulations. The inspection includes visual inspections for chipped, peeling, chalking and deteriorated interior and exterior paint. Clearance testing may be performed after remediation by the property owner, to assure a lead-safe environment.
- 3. <u>Public Education</u>. Lead hazard information is distributed to participants in homeownership and rental programs.

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FIVE-YEAR STRATEGIC PLAN

Introduction

The Consolidated Plan regulations found at 24 CFR 91.215 guide the development of the Strategic Plan related to affordable housing, homelessness, other special needs populations, barriers to affordable housing, lead based paint hazards, poverty-level households, institutional structure and coordination, and non-housing community development.

The City's central long-term community development goal is to focus resources on community needs, particularly the comprehensive revitalization of distressed neighborhoods. Assisting low and moderate income households throughout the City is a key community development goal intended to ensure that neighborhoods not currently in distress do not become so. Dedicating resources to rehabilitate affordable owner and renter occupied housing, develop vacant residential land, redevelop aging commercial areas and infrastructure, increase the percentage of owner occupied housing, coordinate services and resources, improve the economic climate, and increase the capacity of neighborhood based organizations to effectively address neighborhood needs and work with the City to coordinate services and resources will make neighborhood revitalization possible.

The City's General Plan supports a framework of local policies that can significantly and positively impact housing needs of low and moderate income residents and neighborhoods. Decades of booming development have reduced the City's land resources to a point where decisions must be made carefully. Although previously focused on growth, the community's expectations are now focused on the goal of creating a sustainable City. This means that the City must continue to reserve land for economic development and that certain areas within the City will be looking toward urbanizing, re-using and redeveloping. The City's commitment to neighborhood preservation and quality of life through land use compatibility and design quality will be essential land use strategies toward build-out.

Chandler is known for residential quality through well-planned neighborhoods and exceptional community services. Affordable housing is a crucial ingredient in achieving the vision of a balanced, maturing community. Growth has been both job-driven and housing-driven. Yet homebuilding will move at a slower pace as remaining land designated for residential construction is absorbed. There is, however, a greater than ever need for affordable housing. Goals of the general plan relative to housing include:

- Promote a balance of land uses, which could include mixed-use plans on larger acreage sites to discourage long distance commuting.
- Match uses and intensities with assured accessibility and infrastructure.
- Maintain design excellence without sacrificing land use compatibility and intensity.
- Encourage the use of shade and environmentally-sensitive design.
- Permit increased density and encourager greater building heights in select locations.

Priority Populations

In addition to input from the public and stakeholders and records of past funding, two analyses are used to determine the relative priority of populations and activities. HUD requires that populations and activities be assigned a priority of high, medium or low, yet it is important to note that priorities are relative and do not reflect a lack of need for any particular population or activity:

 Needs Assessment and Market Analysis. The market analysis evaluates the needs of various populations in the community, including renters, owners and the homeless as well as different segments of the population such as those with special needs, and families and households at various income levels.

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2. HUD Priority Tables. HUD provides data based on the US Census that quantifies the number and type of families and households at various income levels. This data further quantifies the needs of renters and owners based on cost burden, overcrowding and substandard housing conditions, with cost burden being the primary need factor in Chandler.

Based on these analyses it is possible to determine the proportion of household and family types by tenure and income with the greatest housing needs. With limited resources to address a broad range of needs, priorities indicate the likelihood that the City will utilize HUD resources to address that need. For this Consolidated Plan, when a particular category of renter experiences at least an 80% rate of housing problems, that category is assigned a high priority, and when a particular category of owner experiences a 70% rate of housing problems, that category is assigned a high priority.

- **High** activities to address this need will be funded during the five-year Consolidated Plan period.
- Medium if funds are available, activities to address this need may be funded during the five-year Consolidated Plan period.
- Low it is unlikely that activities to address this need will be funded during the five-year Consolidated Plan period.

HUD TABLE 2A – PRIORITY HOUSING NEEDS SUMMARY TABLE						
НН Туре	Income Level	OWN	ERS	RENTERS		
		Unmet Need	Priority (H, M, L)	Unmet Need	Priority (H, M, L)	
	0-30%	1,346	Н	1,653	Н	
Small Related	31-50%	1,227	М	1,295	Н	
	51-80%	2,587	L	1,455	L	
	0-30%	156	Н	370	Н	
Large Related	31-50%	143	М	290	Н	
	51-80%	301	L	326	L	
	0-30%	256	Н	255	Н	
Elderly	31-50%	165	L	205	Н	
	51-80%	206	L	311	M	
	0-30%	543	Н	1,086	Н	
All Other	31-50%	495	М	851	Н	
	51-80%	1,044	L	956	L	
Special Needs	0-80%	732	M	847	Н	
Total Needs		9,202		9,897		

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TABLE 1B SPECIAL NEEDS (NON-HOMELESS) POPULATIONS					
SPECIAL NEEDS SUBPOPULATIONS	Priority Need Level H, M, L	Unmet Need	Dollars to Address Unmet Need	5-year Goals	
Elderly/Frail Elderly	Н	1,900	\$3,500,000	1,500	
Severe Mental Illness	M	100	\$200,000	50	
Developmentally / Physically Disabled	Н	1,575	\$7,700,000	1,250	
Persons w/ Alcohol/Other Drug Addictions	M	165	\$200,000	80	
Persons w/HIV/AIDS	L	20	\$20,000	5	
Victims of Domestic Violence	Н	300	\$300,000	250	
TOTAL		4,060	\$11,920,000	3,135	

Consolidated Plan Goals and Activities

This strategy describes the goals and priorities for assisting lower income Chandler residents and neighborhoods. The goals and priorities are based on the analysis of the City's needs and market conditions and the input of Chandler residents and service providers. The City has established seven goals:

- 1. Increase homeownership opportunities for low and moderate income households.
- 2. Rehabilitate and where appropriate redevelop the existing housing stock.
- 3. Increase the supply of affordable housing for both owners and renters.
- 4. Promote human and supportive services and facilities for frail elderly, disabled persons, low income households and other needy populations
- 5. Participate in a regional Continuum of Care system that will effectively transition persons who are homeless to appropriate permanent housing settings.
- 6. Revitalize Chandler's neighborhoods.
- 7. Strengthen the coordination and delivery of resources.

Goal 1: Increase homeownership opportunities for low and moderate income households.

Increasing homeownership opportunities for low and moderate income households will be achieved through three activities:

- 1. Providing homeownership assistance (down payment and closing cost assistance or interest rate buy downs) to first-time homebuyers;
- 2. Acquiring and rehabilitating existing housing units for sale to low and moderate income first-time homebuyers either through traditional methods or the Chandler Community Land Trust;
- 3. Developing new and in-fill units in Chandler's target, enhancement and revitalization areas.

Goal 2: Rehabilitate and where appropriate redevelop existing housing stock.

Rehabilitating and where appropriate redeveloping the existing housing stock will be achieved through three activities:

1. Redeveloping obsolete public housing units;

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- 2. Providing housing rehabilitation assistance to low and moderate income homeowners;
- 3. Rehabilitating existing rental units.

Goal 3: Increase the supply of affordable housing for both owners and renters.

Increasing the supply of affordable housing for both owners and renters will be achieved through four activities:

- 1. Acquiring and rehabilitating existing housing units for resale to low and moderate income first-time homebuyers either through traditional methods or the Chandler Community Land Trust;
- 2. Acquiring, rehabilitating and/or redeveloping substandard or expiring subsidized properties for future or continued occupancy by low and moderate income homeowners and renters;
- 3. Developing new and in-fill units in Chandler's target, enhancement and revitalization areas, including mixed-income and mixed-use development;
- 4. Acquiring or developing housing for occupancy by renters with particular emphasis on extremely-low-income, elderly and disabled households.

TABLE 19 - OWNER HOUSING ACTIVITIES AND 5-YEAR GOALS			
Activity	5-year Goal	Funding Source(s)	
Acquisition of Existing Units	25 units	HOME, NSP, Other	
Production of New Units	25 units	HOME, CDBG, Other	
Preservation & Rehabilitation of Existing Units	575 units	HOME, CDBG, NSP, Other	
Homebuyer Assistance	10 households	HOME	

TABLE 20 - RENTAL HOUSING ACTIVITIES AND 5-YEAR GOALS				
Activity 5-year Goal Funding Source(s)				
Acquisition of Existing Units	20 units	HOME, CDBG, NSP		
Preservation & Rehabilitation of Existing Units	220 units	HOME, CDBG, Public Housing		
Production of New Units	20 units	HOME, CDBG, Other		

Goal 4: Promote human and supportive services and facilities for frail elderly, disabled persons, low income households and other needy populations.

Promoting human and supportive services and facilities for frail elderly, disabled persons, low income and poverty-level households and other needy populations will be accomplished through five activities:

- 1. Rental housing with supportive services for households unable to effectively live independently;
- 2. Handicap accessibility improvements for elderly and disabled households;
- 3. Promoting increased capacity among the nonprofit community to address the needs of special populations, including those in need of supportive housing;
- 4. Utilizing up to 15% of CDBG resources for public services;
- 5. Allocating resources to organizations addressing the needs of priority populations as identified in the Consolidated Plan and updated through additional analyses as may occur during the next five years.

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TABLE 21 – SPECIAL POPULATIONS ACTIVITIES AND GOALS				
Population / Activity	Priority	5-year Goal	Funding Source(s)	
Supportive Services				
Elderly/Frail Elderly	Н	1,500	CDBG, SSF, AOK, Other	
Disabled	Н	1,250	CDBG, SSF, AOK, Other	
Serious Mental Illness	M	50	CDBG, SSF, AOK, Other	
Alcohol / Substance Abuse	M	80	CDBG, SSF, AOK, Other	
Persons with HIV/AIDS	М	5	CDBG, SSF, AOK, Other	
Domestic Violence Victims	Н	250	CDBG, SSF, AOK, Other	
Public Housing Residents	Н	200	CDBG, SSF, AOK, Other	
Housing				
Elderly/Frail Elderly	Н	20 units	HOME, CDBG, Other	
Disabled	Н	20 units	HOME, CDBG, Other	
Domestic Violence Victims	Н	10 units	HOME, CDBG, NSP, Other	
Public Housing Residents	Н	200 units	HOME, CDBG, Public Housing, Other	

Goal 5: Participate in a regional Continuum of Care system that will effectively transition persons who are homeless to appropriate permanent housing settings.

Participating in the regional Continuum of Care system to effectively transition persons who are homeless to appropriate permanent housing settings will be achieved through six activities in participation with other government agencies and the nonprofit and private sectors:

- 1. Provide resources for the prevention of homelessness;
- 2. Increase the supply of transitional housing units in Chandler;
- 3. Provide operating support for transitional housing;
- 4. Increase the supply of permanent supportive housing;
- 5. Provide technical and financial assistance to nonprofits to better compete for limited federal supportive housing operating and rental assistance funding;
- 6. Fund agencies that meet the basic needs of homeless households and alleviate the effects of crisis through safe housing, food and clothing, and necessary medical care combined with case management.

TABLE 22 - HOMELESS HOUSING ACTIVITIES AND 5-YEAR GOALS			
Activity 5-year Goal Funding Source(s)			
Acquisition of Existing Units for Transitional Housing	10 units	HOME, CDBG, Other	
Acquisition or Development of Supportive Housing Units	20 units	HOME, CDBG, NSP, Other	

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Goal 6: Enhance Chandler's neighborhoods.

Revitalizing Chandler's neighborhoods requires in-depth understanding of needs within specific neighborhoods and areas, active participation of neighborhood residents, and coordinated activities and resources based on neighborhood and area plans. In the past, the City used CDBG resources to revitalize neighborhoods primarily through housing rehabilitation activities. As neighborhoods continue to age and new plans and studies have expanded the scope of revitalization efforts, a combination of activities is essential. Many of the activities that will contribute to the attainment of other Consolidated Plan goals may be coordinated with neighborhood revitalization efforts. The City has identified ten activities to revitalize Chandler's target neighborhoods:

- 1. Demolition of vacant and uninhabitable housing units and other blighting influences;
- 2. Proactive code enforcement coupled with referrals for housing rehabilitation assistance;
- 3. Conversion of residential uses to commercial uses to promote a mix of economic opportunities in selected areas, including relocation of existing owners and renters;
- 4. Expand neighborhood leadership training to traditional neighborhoods (leadership training is currently available only for HOAs);
- 5. Establish affordable housing unit goals in redeveloping areas through mixed-income development and the placement of medium-density affordable housing as a buffer between planned higher-density high-income uses and existing lower-density low-income neighborhoods;
- 6. Provide for higher densities to accomplish housing affordability for a broad range of households;
- 7. Improve aging infrastructure and facilities and offer opportunities for social and civic engagement;
- 8. Enhance parks and recreation services;
- 9. Work with neighborhood leaders to develop neighborhood plans that coordinate with broader area redevelopment plans:
- 10. Integrate community development planning into neighborhood leadership training to better plan for the use of local, state and federal resources.

In addition to strategies that will revitalize target areas, Chandler may implement activities city-wide to address the needs of low and moderate income households, businesses, and areas experiencing decline. These activities include:

- 1. Rehabilitate and/or improve energy-efficiency in public facilities, including those owned and operated by Chandler nonprofit organizations;
- 2. Implement a microbusiness loan program to provide technical assistance and access to capital to small and emerging businesses in Chandler;
- 3. Encourage and support services and activities that develop job opportunities and provide opportunities for the attainment of new skills by the workforce;
- 4. Implement Section 3 and Davis-Bacon regulations, recognizing the positive economic benefits of doing so;
- 5. Explore the feasibility of a city-wide educational Fair Housing program to better serve the citizens of all areas of Chandler with basic Fair Housing services. Also, continue existing Fair Housing activities which include a fair housing hotline and officially recognizing Fair Housing month through council recognition.
- 6. Encourage the involvement of Minority and Women-owned Business Enterprises in funded activities.

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	Priority Level	5-Year Goal	Funding Needed	Funding Source(s)
Public Facilities		Facilities		
Neighborhood Facilities	М	2	\$1,000,000	CDBG, Other
Parks/Recreation Facilities	M	2	\$1,000,000	CDBG, Other
Health Facilities	M	2	\$500,000	CDBG, Other
Fire Protection	М	2	\$100,000	CDBG, Other
Youth Centers	М	2	\$500,000	CDBG, Other
Child Care Centers	Н	2	\$500,000	CDBG, Other
Senior Centers	Н	2	\$500,000	CDBG, Other
Infrastructure		Contracts		
Street Improvements	M	1	\$1,000,000	CDBG, Other
Sidewalks	М	1	\$200,000	CDBG, Other
Flood Control Improvements	М	1	\$500,000	CDBG, Other
Solid Waste Disposal	М	1	\$150,000	CDBG, Other
Public Services		Contracts		
Youth Services	Н	25	\$2,500,000	CDBG, YEP, Other
Domestic Violence Services	Н	25	\$600,000	CDBG, SSF, Other
Substance Abuse Services	М	5	\$75,000	CDBG, SSF, Other
Employment Training	Н	5	\$150,000	CDBG, SSF, Other
Health Services	Н	5	\$75,000	CDBG, SSF, AOK, Other
Anti-crime Programs	Н	5	\$50,000	CDBG, SSF, Other
Handicap Services	Н	5	\$100,000	CDBG, SSF, AOK, Other
Legal Services, incl Fair Housing	Н	5	\$80,000	CDBG, SSF, Other
Senior Services and Programs	Н	15	\$2,500,000	CDBG, SSF, AOK, Other
Adult Services	М	10	\$100,000	CDBG, SSF, AOK, Other
Emergency Shelter Operating Costs	Н	30	\$750,000	CDBG, SSF, Other
General Public Services	Н	15	\$500,000	CDBG, SSF, AOK, Other
Food & Clothing Services	Н	15	\$100,000	CDBG, SSF, AOK, Other
Economic Development				
Microbusiness Loans	Н	15 Businesses	\$300,000	CDBG, Other
Demolition/Code Enforcement	Н	25 units	\$750,000	CDBG
Administration and Planning		Contracts		
Neighborhood Planning	Н	2	\$40,000	CDBG, Other

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Goal 7: Strengthen the coordination and delivery of resources.

The City implements its programs directly and through funding partnerships with local nonprofit organizations. These organizations have a variety of needs including:

- Operating and administrative funds
- Volunteers
- Assistance with planning and decision making
- Assistance developing new programs
- Improvements to buildings
- Training

Internally, the City is working towards more carefully aligning HUD funding with general plan goals and objectives. This alignment requires on-going communication among City divisions and departments, despite budget challenges and the resulting decrease in staff. The City's customer service and relationships with nonprofit organizations were complimented several times in the online survey. Continuing positive relationships and customer service is at the heart of Institutional Structure goals.

During the next five years, the duties and responsibilities of the Housing and Human Services Commission (HHSC) will expand to include meeting with the various stakeholders, determining current service levels, assessing if and where gaps in service exist, and developing the priorities for funding. One of the larger projects the HHSC is currently planning to undertake is a review of funding priorities and distribution methods to ensure resources are targeted to the most needy populations and neighborhoods. When the different General Fund human services pots were created, there was no distinction made in the program requirements between the application criteria, such as being a 501(c)3 and the prioritization/outcome of funding, such as basic needs funding being ranked above after school programs or requiring 100% of funds to be used for Chandler residents. In addition, though a large amount of data is collected through the City's monitoring process, the funding allocation process does not have a significant data component. The HHSC has voted to allocate \$35,000 of CDBG Admin funds to pay for a consultant to help develop a process for collecting and utilizing data in the funding allocation process and update the requirements of the various funding sources. This process is expected to be completed for the FY 11/12 or FY 12/13 funding allocation process.

Strengthening the coordination and delivery of resources will result in more effective targeting of resources to the most needy populations and areas of the community. While the existing structure and system support a variety of activities, the economic recession has led to a host of barriers and challenges. These challenges can however be overcome through increased coordination and cooperation. Increased Institutional Structure and Coordination will be achieved through four activities:

- 1. Strengthening relationships and partnerships with neighborhoods, neighborhood organizations, and nonprofits.
- 2. Undertaking an in-depth analysis of the delivery system and identify mechanisms to strengthen the system and relationships with the community and nonprofit organizations.
- 3. Providing additional opportunities for traditional neighborhoods to develop leadership and plan for their future in cooperation with the City.
- 4. Integrating community development planning into neighborhood leadership training.

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For Our City Meeting

On March 10, 2010 City staff discussed the Consolidated Plan with For Our City. Participating organizations submitted the following comments:

Areas of Greatest Need

- Advertising the City loves them and cares.
- ESL classes for parents, Spanish community volunteers, kids, communication connection
- Rent, food, utility assistance, gas to get kids to school, unemployment which leads to loss of so many other things. Family resource center as a great source of information.
- The need to be included and build relationships with organizations.
- Bilingual literature and a liaison to services for Spanish-speaking residents.
- · Financial aid.
- Food and medical.
- Information on available jobs and housing opportunities
- Inclusion, relationships, jobs, housing education, mentoring, teaching English liaisons to non English speaking, VITA volunteer income tax assistance.
- Emergency services, housing, adequate housing, counseling mental health, technical skill, new programs strategies for temporary poor versus generational poor, legal resources, connected resources by smaller graphic areas.
- Transportation of seniors for basic needs, getting assistance to children of illegal residents, parents don't understand language and are fearful of sending kids to libraries and clubs, health care to under and uninsured people, resources to meet needs of single parents, elderly to be first line of defense.

Ideas for Programs, Strategies and Activities

- ESL classes for parents, communities for kids, education community about the internet, website, etc. Public service announcement via radio outreach to the community. Spanish classes for English speakers.
- Door to door with resource information and follow up with support and advocacy. Access large
 employers to distribute resource information. Compassionate businesses to employ the working
 poor. Creating compassion in businesses.
- More effective granting to accomplish better communication.
- Bilingual bulletin boards post info at organizations, outreach help Tempe example of connection for our city members.
- Bulletin board
- Satellite hard copy of information bilingual.
- Train front line responders to programs qualifications etc. Input a tracking system for referrals in faith, civic, etc to track follow up with non profits (common referral form). Ideas may grow to one stop shop concept for areas.
- Events like Live Love, community health fairs that are inclusive first line of defense, task force for education, keeping programs simple and organized that people have time to complete, advertise better.

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Barriers and Obstacles to Serving Low and Moderate Income Households

- Language
- Identifying who they are and how to know them.
- Dealing with pride to ask for help or fear.
- Organizations working together, Partnership
- Language and culture
- Language, communication, identification, people at City to speak up about their needs.
- Resource lists.
- Language communication, identification of hidden needs
- Language, communication, identification, trust between agencies don't be competitive communicate with one another.
- Communication fragmented delivery, streamline services so not duplicated, connecting resources that already exist, policy changes to adapt to "new" poor.
- Obtain volunteers, finding opportunities, communication between needs and resources not knowing demographics if needed.

Chandler Nonprofit Coalition Meeting

City staff discussed the Consolidated Plan with the Chandler Nonprofit Coalition. Participating organizations submitted the following comments:

Areas of Greatest Need

- Jobs are the most important issue right now.
- Most programs are focused on generational poverty. Right now the problem has become the 'new poor' that are experiencing situational poverty, and this disconnect needs to be addressed.
- Agreed that Chandler needs jobs to stem the tide of new poor and that we need to modify the system to address this new group.
- A lot of HUD programs are geared towards fighting generational poverty and we need to federally
 and locally adapt to this new need. However, by the time that these changes are passed in
 several years, the new poor and pool of people facing situational poverty will have dropped. What
 is needed is to develop a way to be more adaptive so that services can be more responsive to
 changing needs and meet them when they actually needed.
- General agreement from the group that adaptive programs that can respond to changing needs are essential.
- Agreed with Christy, specifically that client qualification requirements need to be modified. The
 new poor have assets, cars, homes, etc., and this disqualifies them from many services, yet
 these people have no income and need assistance. In addition, requiring them to sell assets to
 become poor enough to qualify is self-defeating because selling their homes is often impractical
 with underwater mortgages; cars are needed for transportation to get/keep jobs, etc. In general
 these assets are important to the long-term future of the clients and selling them to become
 eligible for short-term assistance will cause long-term financial damage.
- Generational users can typically learn what they need to know to access resources through word
 of mouth, making outreach historically less important. However, the new poor often have had no
 previous experience with the human services systems, either personally or through
 acquaintances, and as result they have no idea where to go for assistance. To overcome this and
 reach the new poor, agencies need to increase their outreach efforts so that people in need are
 aware of the available resources and how to access them.

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- Agreed that the new poor do not know about human services systems and that increased outreach was necessary to reach these residents. Though these people have no idea how to use the human services systems, the new poor are familiar with churches. This has led to a spike in human services demand from churches that are starting to tax their resources, and several churches have talked to her about how to make sure people are using human service providers outside of the churches they feel comfortable with and know about.
- Another difference with the new poor is that not only do they not know where to go for assistance, but also they are not familiar with the process and do not understand the process once they find an agency. They are not used to the rigidity of typical human services processes and expect the programs to adapt to their needs. Rather than read multiple pages of dense instructions, the new poor tend to show up with what they think they need and expect human services staff to explain what is missing and allow them to get papers and fill out applications on their schedule and on the same day instead of being required to re-schedule and figure out their own files. Documents with more white space, simpler instructions, and a more friendly and flexible process are needed to effectively deal with the wide variety of users in the human services systems.
- There are still people that are experiencing generational poverty, and they must not be forgotten about. Agreed that the human services system needs to be modified. There is currently a lack of advocacy, transportation, childcare, and the 8 am − 5 pm schedule is inadequate for providing people access to services and resources.

Barriers and Obstacles to Serving Low and Moderate Income Households and Ideas for Overcoming

- Everything is ultimately tied to the budget.
- Transportation is a critical issue for residents.
- Unmet needs of illegal immigrants do cost the system even if they cannot apply for public benefits.
- Partnerships should be explored where the new poor, or other users who still have assets/resources, are required to help others to receive help. For example, someone with a car has to drive meals to the homebound to receive assistance.
- Generational poor know what they are entitled to, and that entitlement means they get it without work. They will either argue about having met additional requirements or just go to a provider that does not require them to do anything to receive assistance.
- New poor have an entitlement mentality in which, "their taxes paid for these services, now they deserve the services with no strings attached."
- View should be shifted so that clients are viewed more as volunteers than recipients. This exchange could make people better about going and getting assistance.
- We need more affordable housing, particularly for special needs.
- We need to maintain the arts. They are essential and always at the risk of being lost in all of the other needs.

Tabulated Results of the Online Community Survey

Services Needs	
Youth	41
Anti-crime	34
Senior	27
Transportation	27
Food and Clothing	26

Facilities Needs	
Parks & Recreation	40
Neighborhood	35
Code Enforcement	31
Neighborhood Beautification	26
Transitional Housing	24

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Job Training	24
Employment	22
Child Care	21
Health Services	19
Handicap	15
Mental Health	15
Other	13
Fair Housing	12
Business Assistance	9
Legal	8
Substance Abuse	8
Lead Screening	1

Health Care	22
Streets	18
Homeless Shelter	18
Child Care	17
Water/Wastewater	16
Fire Equipment/Stations	13
Sidewalks	10
Solid Waste	8
Other	8
Commercial Improvements	7
Accessibility Improvements	4
Parking	3
Flood Control	3
Historic Preservation	3

Organizational Needs	
Operating and administrative funds	36
Volunteers	21
Assistance with planning and decision making	13
Assistance developing new programs	13
Improvements to buildings	12
Training	10
Other	6

Housing Needs	
Energy-efficiency improvements	40
Foreclosure or eviction prevention financial assistance	40
Affordable rental housing	38
Foreclosure or eviction prevention counseling	37
Monthly rental assistance	27
Home purchase education and counseling	27
Assistance to purchase a home	26
Assistance with security or utility deposits	25
Housing rehabilitation for seniors	21
Landlord-tenant education	21
Housing with Supportive Services (meals, transportation, etc)	19

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Demolition of dilapidated structures	17
New housing for seniors	15
Rehabilitation of multi-family housing	14
Housing rehabilitation for non-seniors	14
Historic preservation	8
Handicap accessibility improvements	7
Construction of new housing for homeowners	6
Construction of new rental housing	5
Other	5

Organizations Responding to the Online Community Survey

- 1. A New Leaf
- 2. A New Leaf La Mesita
- 3. American Ser4vice Animal Society
- 4. Arizona Early Childhood Health and Development Board
- 5. Association for Supportive Child Care
- 6. Balboa Way Community Association
- 7. Boys & Girls Clubs of the East Valley
- 8. Boys & Girls Clubs of the East Valley Compadre Branch Chandler
- 9. Catholic Charities Community Services
- 10. Central Arizona Shelter Services
- 11. CGArc
- 12. Chandler Children's Choir, Inc.
- 13. Chandler Crossings HOA
- 14. Chandler Housing Youth Program
- 15. Chandler Meadows HOA
- 16. Chandler Preparatory Academy
- 17. Chandler SDA Church Community Service Dept.
- 18. Chandler/Gilbert Family YMCA
- 19. City of Chandler Housing
- 20. City of Chandler Senior Center
- 21. Communities In Schools of Tempe and Kyrene
- 22. Community Services of Arizona
- 23. Cooper corners West (HOA)
- 24. Desert Sounds Performing Arts
- 25. Foundation for Blind Children

- 26. Friends of the Chandler Library
- 27. Housing Our Communities, Inc. (HOC)
- 28. ICAN: Positive Programs for Chandler's Youth
- 29. Junior Achievement of Arizona
- 30. Latin American Church of the Nazarene
- 31. Newcastle
- 32. OAKWOOD LAKES COMMUNITY ASSOCIATION
- 33. Old West Manor III
- 34. One Small Step
- 35. Organization Name
- 36. Paseo Villas HOA
- 37. Ray Manor Community Association
- 38. Recreation and Athletics for the Disabled (RAD)
- 39. Shoebox Ministry
- 40. Silverbrush HOA
- 41. Society of St. Vincent de Paul
- 42. Springfield Community Association
- 43. Springfield Homeowners Assn.
- 44. SunBird Golf Resort HOA
- 45. THE HOUSING AND HUMAN SERVICE COMMISION
- 46. The Springs HOA
- 47. Tradition East Chandler Blvd Neighborhood Assoc
- 48. Trinity Christian Fellowship
- 49. UMOM New Day Center

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Comments received through the Online Community Survey

In addition to the many general survey responses, respondents offered a variety of ideas, discussed their relationship with the City and provided additional comments to clarify their responses:

- 1. Cut the fat. Keep "necessary" programs, but do away with frills. Make sure people have work, a home, food and medical treatment in these lean times.
- 2. We've seen a number of participants in our program drop out due to loss of job and other financial difficulties. Anything that can help there would be appreciated.
- 3. Thank you for the opportunity to complete this survey. We need to see a great mix of services for both the young and old citizens in Chandler. We also need to ensure that there are targeted programs for those who struggle now (financial/housing, etc.) Keep our police/fire in tact; more needed now than ever, as people do struggle and some tend to make bad decisions in stressful situations.
- 4. We live on Ivanhoe between Arizona Ave and Hartford and this street is in bad need of speed humps, police patrol and/or a stop sign (4 way stop) at Iowa & Ivanhoe to slow down through traffic including commercial traffic and school buses. On average vehicles travel at a higher rate of speed than posted because it is a straight away and someone is going to get hurt.
- 5. I truly appreciate our relationship with the City of Chandler. I find Chandler to be the most invested/involved/interested City in the valley.
- 6. Great Hearts Academies, the parent organization of Chandler Preparatory Academy, deals with local governments across the metro Phoenix region. We have found the transparency, accessibility, and support of the City of Chandler to be by far the best.
- 7. The 5 current public housing sites located in Chandler were built to last 40 years. These units are now 39 years old. Rather than continue spending money on these units, we would make better use of our funding by replacing these units with better constructed, more attractive units.
- 8. Youth service may not seem like a critical and/or basic need, but without comprehensive services and programs for youth these kids have nothing to do. And kids with nothing to do often find trouble. We can either pay a small amount to care for these kids, or a much larger amount when they've become troubled adults.
- 9. The city needs to do more in code enforcement, especially in my neighborhood, Parks Manor. Neighbors shouldn't have to tattle on other neighbors all the time in order to see our neighborhood gets cleaned up. The neighborhood should just be a priority to the City given the amount of visitors we get due to swim meets, football games, track meets, etc from Chandler High School. In particular, the blocks from Nebraska to Hartford St. on Erie need to have code enforcement working it regularly. Many of these homes are rentals, and their owners need to be held accountable to their sloppy appearance. Some houses have broken windows and peeling paint. Though some of these homes are well taken care of and pride in ownership shows. Others are an eyesore and evidence blight. There is parking on unpaved surfaces, overgrown weeds, landscaping and other trash, dead trees, junk collecting in the porch/carport, etc. I know there are many neighborhoods that require code enforcement in Chandler. And I know that code enforcement works mine, but it is not enough. There are only two high schools in Chandler, and the neighborhoods around these high schools ought to at least appear clean and safe to our own members in the community.
- 10. Access to Spanish speaking volunteers or classes
- 11. We have an opportunity to acquire another property in Chandler and provide more domestic violence shelter beds, would love to talk to the City about the opportunity.
- 12. Donorbase management systems
- 13. Program funds for DPA, closing costs, services delivered to clients
- 14. Solving drainage problems

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- 15. Improvements to common areas
- 16. City is already providing classes in HOA management
- 17. English classes
- 18. Senior Center
- 19. Low cost space for organizations
- 20. Single family housing rehabilitation
- 21. Library (2)
- 22. Emergency Housing Repairs for indigent, single mothers, disabled
- 23. Financial literacy, work readiness and entrepreneurship
- 24. Personal hygiene kits
- 25. Crime/domestic violence victim assistance
- 26. Loan Modifications

Attachment 2 City of Chandler Citizen Participation Plan CDBG/HOME Program Activities

PURPOSE

This document has been prepared concerning the citizen participation planning regulations applicable under Consolidated Plan submittal requirements at 24CFR 91.105. This Citizen Participation Plan applies to the City of Chandler HUD 5-year Consolidated Plan, Annual Action Plans, and Annual Reports.

The City receives a direct allocation of Community Development Block Grant (CDBG) funds from the US Department of Housing and Urban Development. In addition, the City is a member of the Maricopa County HOME Consortium and receives a portion of HOME funds allocated to the Consortium. Citizen Participation for the HOME Program is governed by the Maricopa County HOME Consortium Citizen Participation Plan.

PUBLIC OUTREACH

In preparing the 5-year Consolidated Plan or Annual Action Plan, the City will encourage public input through contacting public and private agencies that provide housing or human services, neighborhood organizations and citizens. The City will hold at least two meetings and/or workshops to solicit public input on the past year's project performance and recommendations for new project allocations for the upcoming program year. Public meetings will include:

- 1. Discussion of the amount of HUD funds expected to be available including program income and prior year's funds not yet allocated to project use;
- 2. The full range of HUD activities that may be undertaken with the funding being discussed;
- 3. The amount of resources that will be directed to low and moderate income households; and
- 4. The uses of funds in the prior year.

The City will hold at least one meeting with the Housing and Human Services Commission. As applicable, the City will also hold public meetings in identified CDBG target areas to discuss target area needs and eligible uses of CDBG funds relative to the identified needs. The City will provide technical assistance to non-profits interested in applying for CDBG funds.

The meetings will be advertised through public notices and published in the non-legal section of the local newspaper at least five days before the scheduled meeting. Public notices indicate the date, time and location of the scheduled meetings and list the topics to be considered. Notices are also mailed directly to City residents when feasible.

Citizens are encouraged to submit their questions, comments and criticisms regarding the City CDBG process or program. These comments may be presented at public meetings, through the mail, in person at the City of Chandler Neighborhood Resources Division, or via modem through the City's website.

Where any public meeting is held as part of preparation of the Consolidated Plan or Annual Action Plan, the City will consider any comments and views expressed as information, which may modify or adjust the proposed documents as considered necessary. This information does not have to be submitted in writing. Public input is used to draft a list of projects to be recommended for funding for the upcoming program year.

PUBLIC HEARINGS

In preparing the 5-year Consolidated Plan or Annual Action Plan, the City will hold at least two public hearings. The hearings will review the past year's performance of HUD funded activities and a draft statement that provides information on the amount of funds that will be used in the coming year for low

Attachment 2 City of Chandler Citizen Participation Plan CDBG/HOME Program Activities

and moderate income benefit. At a minimum, the hearings will be announced in a format that includes posting of the meeting in public locations as defined by the City Clerk and advertisement in the local newspaper. The City Council will hold at least one public hearing in the City Hall Council Chambers.

In preparing the Consolidated Annual Performance Evaluation Report (CAPER), the City will hold at least one public hearing. The hearing will review the past year's performance of HUD funded activities. At a minimum, the hearing will be announced in a format that includes posting of the meeting in public locations as defined by the City Clerk and advertisement in the local newspaper. The City Council will hold at least one public hearing in the City Hall Council Chambers.

Prior to transmitting any Consolidated Plan, Annual Action Plan, any substantial amendment, Performance Report or other activity mandating a public hearing, the City shall convey any comments or views of citizens received in writing or orally at public hearings. A summary of these comments or views, and a summary of any comments or views not accepted and the reasons therefore, shall be attached to final submissions conveyed to HUD.

A summary of comments received during the public comment period and at any public hearing for the 5-year Consolidated Plan, Annual Action Plan, any substantial amendment, Performance Report or other activity mandating a public hearing shall be recorded, considered and summarized in an attachment with the final Council-approved documents submitted to HUD. The City's response to public comments and an explanation of where the comments are addressed in the document or if not, the reasons why they were not, shall also be summarized in the attachment.

ACCESS TO RECORDS AND INFORMATION AVAILABILITY

The City will provide citizens, public agencies and other interested parties with reasonable and timely access to public records relating to their past use of CDBG and related assistance for the previous five years. All documents will be posted on the City's website and made available in hardcopy to interested parties as requested. There is no charge to view this material at the City's website, Public Library or the City's Neighborhood Resources Division located at 55 N. Arizona Place, Suite 310; however, review at the City's Neighborhood Resources Division is subject to availability of space and staff to retrieve the requested information.

Upon receiving notice of special accommodations or requirements 8 hours in advance of any meeting, the City will make translators and special disability access available. In addition, minutes and other materials from the meeting will be translated into Spanish, Braille (#2) or enlarged print to further communications and community outreach. The City will also make meeting materials available for download and will take questions and suggestions through modem.

ADOPTION OF CITIZEN PARTICIPATION PLAN

Prior to the adoption of the Citizen Participation Plan, notices will be placed in local newspapers, stating that the Plan is available for public review and comment. This Citizen Participation plan is anticipated to be adopted by the Chandler City Council with the scheduled adoption of the 5-year Consolidated Plan, anticipated to occur in May of 2010.

CRITERIA AND PROCESS FOR AMENDMENTS TO THE CONSOLIDATED PLAN

Should the City cause one of the following to occur, it would be construed as an amendment to the Consolidated Plan:

Attachment 2 City of Chandler Citizen Participation Plan CDBG/HOME Program Activities

To make a substantial change in the allocation priorities or methods of distribution delineated in the plans. "Substantial" in this context is defined as:

- 1. Changes in any method of distribution for HUD resources that will alter the manner in which funds are allocated to individual projects or entities identified in the Annual Plan by at least 20% of any annual allocation, subject to other program requirements in the CFR as applicable.
- 2. Changes that are made to funding priorities in the Consolidated Plan (including prospective changes to McKinney programs and distribution methods) over time when not undertaken through annual submission requirements stipulated by HUD.
- 3. Project deletions or changes made in allocation priorities or methods of distribution that have the effect of changing the funding level of individual CDBG projects identified in its Annual Plan by more than 10% of the annual funding level, subject to other program requirements in CFR as applicable. Any new project funded with CDBG resources must be noticed to the public prior to funding, as well as significant changes in the use of CDBG funds from one eligible activity to another.
- 4. To carry out an activity, using funds from any program covered by the Consolidated Plan (including program income), not previously described in the action plan;
- 5. To substantially change the purpose, scope, location, or beneficiaries of an activity. This refers to changes that are made to projects to be funded in the Consolidated Plan when not undertaken through annual submission requirements stipulated by HUD.

Should "substantial" amendments be made to any aspect of the Consolidated Plan, after its formal adoption, the City will undertake the following:

- 1. Provide reasonable notice of the proposed amendment/s in the local newspaper to enable review and comment by the public for at least 30 days.
- 2. Conduct a public hearing on the subject of the proposed amendment during the 30-day comment period.
- 3. Submit the amendment/s to the City Council for approval.
- 4. Upon termination of the 30-day comment period, notify HUD of any amendments executed, citizen comments received and the response/s by the City.

CITY OF CHANDLER ANTI-DISPLACEMENT PLAN

The City will minimize the displacement of persons assisted through the use of CDBG resources. Public Hearings will specifically discuss activities likely to result in displacement and the methods being used by the City to minimize displacement of persons because of activities. The City will follow the Maricopa County HOME Consortium Displacement Policies for CDBG and HOME funds; a copy of which is attached.

CONTACT INFORMATION

Public hearing information and materials may be received by contacting the City CDBG Program at:

City of Chandler Neighborhood Resources Division Mail Stop 600 PO Box 4008 Chandler, Arizona 85244 PHONE: (480) 782-4320 (VOICE) (480) 782-3228 (FAX)

(800) 367-8939 (TTY/ASCII)

(800) 842-4681 (U.S. WEST VOICE RELAY)

CITY OF CHANDLER CITIZEN PARTICIPATION PLAN

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MARICOPA HOME CONSORTIUM DISPLACEMENT POLICIES FOR COMMUNITY DEVELOMENT BLOCK GRANT (CDBG) and/or HOME PROGRAM FUNDED ACTIVITIES

Guideform Residential Antidisplacement and Relocation Assistance Plan under Section 104(d) of the Housing and Community Development Act of 1974, as Amended

The Community Development Department, in accordance with Federal Regulations for Displacement, 24 CFR 570.606(b), hereby issues this statement of policy regarding the displacement of persons by CDBG or HOME Program funded activities.

Any entity receiving CDBG or HOME Program funds will replace all occupied and vacant units that will be demolished or converted to a use other than as low/moderate income housing. All replacement housing will be provided within three years of the commencement of the demolition or rehabilitation relating to conversion. This includes any property obtained through a public undertaking. Before obligating or expending funds that will directly result in such demolition or conversion, the entity will make public and submit to the HUD Field Office the following information in writing:

- A description of the proposed assisted activity;
- The general location on a map and approximate number of dwelling units by size (number of bedrooms) that will be demolished or converted to a use other than for low/moderate income dwelling units as a direct result of the assisted activity;
- A time schedule for the commencement and completion of the demolition or conversion;
- The general location on a map and approximate number of dwelling units by size (number of bedrooms) that will be provided as replacement dwelling units;
- The source of funding and a time schedule for the provision of replacement dwelling units; and
- The basis for concluding that each replacement dwelling unit will remain a low/moderate income
 dwelling unit for at least 10 years from the date of initial occupancy (i.e.: Deed of Trust, Deed
 Restriction, etc.).
- The entity will provide relocation assistance, as described in 570.606(b)(2), to each low/moderate income household displaced by the demolition of housing or by the conversion of a low/moderate income dwelling to another use. Benefits will be provided relocatees and displacees according to the calculation of benefits derived pursuant to requirements of regulations promulgated under the Uniform Property Acquisition and Relocation Act of 1970, as amended.

Assistance To Aliens

An alien who is not lawfully present in the United States is prohibited from receiving assistance under the Uniform Relocation Act, per 49 CFR 24.208, and assisted housing programs. Circumstances may dictate that determination that an alien is ineligible would result in exceptional and extremely unusual hardship to a spouse, parent, child who is a United States citizen. Under these circumstances a subrecipient may wish to request CD assist in making relocation funds available. A final determination on the eligibility of the request will be made by HUD before any assistance is provided.

Permanent Displacement

Displacement is defined as follows: Permanent movement of person(s) or other entities from a dwelling unit or business location resulting from CDBG funded code inspection, rehabilitation, demolition or acquisition. In order to minimize displacement and mitigate adverse effects, the policy shall consist of the following steps, in the event displacement is caused by current or future CDBG or HOME Program funded projects:

- CD will avoid or minimize permanent displacement whenever possible and only take such action
 when no other viable alternative exists.
- The impact on existing persons and properties will be considered in the development of CDBG and HOME Program funded projects.

CITY OF CHANDLER CITIZEN PARTICIPATION PLAN

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- Citizens shall be informed of CDBG or HOME Program project area(s) through information made available as part of the annual proposed and final statements on use of CDBG and HOME Program funds.
- Current regulations, HUD notices and policies will be followed when preparing informational statements and notices.
- Written notification of intent will be given to eligible property owners who may be displaced and/or relocated due to an approved project activity.
- CD will assist those displaced in locating affordable, safe, decent and comparable replacement housing.
- CD will ensure that "just compensation" for CDBG or HOME Program acquired property (as determined by appraised fair market value) is paid with relocation benefits, if applicable.
- CD will provide for reasonable benefits to any person permanently displaced as a result of the
 use of CDBG funds to acquire or substantially rehabilitate property.
- Reasonable benefits will follow established policies set forth in applicable federal, state and local regulations.
- Provision of information about equal opportunity and fair housing laws in order to ensure that the
 relocation process does not result in different or separate treatment on account of race, color,
 religion, national origin, sex, or source of income.
- Displaced families will be given a preference through Section 8, Conventional Public Housing or any other federally funded program for which they might qualify. This priority is contingent upon availability of certificates, voucher or placement coupon by the agency certified to handle assistance in the jurisdiction.

Temporary Displacement

CDBG or HOME Program funded activities may involve temporary displacement. While strict adherence to provisions of the Uniform Relocation Act are not specified, it is the policy of CD that all subrecipients shall take steps to mitigate the impact of CDBG or HOME Program funded code inspections, rehabilitation, demolition or acquisition that results only in temporary movement of person(s) from a dwelling unit. Such temporary displacement primarily involves demolition and reconstruction of a single family owner- occupied home. Accordingly, the citizens involved in a temporary movement shall be fully informed of the below matters and appropriate steps shall be taken to insure that fair and equitable provisions are made to:

- Insure that owners receive compensation for the value of their existing house prior to demolition.
- Receive temporary living accommodations while their HOME Program funded unit is being demolished and reconstructed.
- Move and temporarily store household goods and effects during the demolition and reconstruction evolution.
- Reimburse all reasonable out-of-pocket expenses incurred in connection with the temporary relocation, including moving costs and any increased rent and utility costs.

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PUBLIC COMMENTS AND CITY RESPONSES